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ABSTRACT

This publication contains the final report of the task of the Ohio State Legislative Service Commission (LSC) Study Committee on Job Training and Workforce Development Programs. The task was to review the state's job training and workforce development programs and formulate a plan to centralize the programs under one state agency. Section 1 of the report is the Letter of Transmittal. Section 2 presents the final report with recommendations. It addresses the origins and mission of the study committee and describes study committee activities and federal reform legislation. The following six recommendations are made: (1) statutory creation of a single, cabinet-level point of accountability for the bulk of the job training and workforce development system operating in Ohio; (2) transfer of all state-operated or -funded workforce development activities and programs not currently under the jurisdiction of the current Bureau of Employment Services to the new agency; (3) establishment of a statewide advisory council; (4) appointment by the governor of 12 regional directors answerable to the agency's director; (5) creation of a local advisory council to be associated with each local regional director; and (6) ability of the new agency to contract with current agencies. Section 3 is the signature page. Section 4 contains the following appendixes: study committee minutes; seven LSC research memoranda summarizing individual state agency job training programs; research memorandum; and two LSC research memoranda on salaries of employees engaged in work force development and job training and workforce development agency structure. (YLB)

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LEGISLATIVE SERVICE COMMISSION
STUDY COMMITTEE ON

JOB TRAINING AND WORKFORCE DEVELOPMENT

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Final Report and Recommendations

November 1998

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OHIO LEGISLATIVE SERVICE COMMISSION

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December 7, 1998

The Honorable Richard H. Finan
Chairman
Legislative Service Commission
State House
Columbus, OH 43215

The Honorable Jo Ann Davidson
Vice-Chairman
Legislative Service Commission
77 S. High Street, 14th Floor
Columbus, OH 43215

Dear President Finan and Speaker Davidson:

Throughout the 122nd General Assembly, the Legislative Service Commission Study Committee on Job Training and Workforce Development Programs has worked diligently to complete its assigned task. That task being to review all the state's job training and workforce development programs and to formulate a plan to centralize all these programs under one state agency.

The Legislative Service Commission Study Committee on Job Training and Workforce Development Programs held 14 full meetings and five additional executive meetings. The Committee heard testimony from a variety of individuals including 15 state agencies, the National Conference of State Legislatures, members of the Governor's Workforce Development Board, and many other individuals and organizations. In addition, we worked in conjunction with the Lieutenant Governor and the Governor's Workforce Development Board to ensure that both committees were working toward the same goal--improving workforce development and job training in Ohio.

Enclosed are the final recommendations of the Legislative Service Commission Study Committee on Job Training and Workforce Development Programs. We are proud to submit these recommendations to you because we are confident that this report is a solid first step toward a better governance structure and systemic improvements in the opportunity for recipients through Ohio's job training and workforce development system.

VERN RIFFE CENTER ■ 77 SOUTH HIGH STREET, NINTH FLOOR ■ COLUMBUS, OHIO 43266-0342 ■ TELEPHONE (614) 466-3615

We await your guidance on this very important issue and look forward to the next stage--sitting down with all the appropriate groups, agencies, individuals, and legislators to draft legislation. We understand that this will not be an easy task given the complexities of this issue, but we feel confident that we can work together to improve workforce development and job training in Ohio.

We would also like to take this opportunity to thank all the members of our Committee for their dedication and hard work. Specifically, we would like to thank Senator Linda Furney whose vast knowledge on this issue was a great asset to the Committee. We would also like to thank Jim Mermis, the Lieutenant Governor's Chief of Staff and the Governor's top aide on this subject. Lastly, we would like to thank the entire Legislative Service Commission staff for their hard work on this project and especially, Dick Masek, whose institutional knowledge and dedication helped ensure that the Committee completed its task.

Sincerely,

Bill Harris
State Representative
93rd Ohio House District

Robert A. Gardner
State Senator
18th Senate District

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Legislative Service Commission Study Committee on Job Training and Workforce Development Programs

Final Report and Recommendations

Origins and Mission of Study Committee

Am. Sub. H.B. 117 of the 121st General Assembly (1995) required the Legislative Service Commission to appoint a legislative study committee to formulate a plan by no later than September 9, 1996, to centralize into a single state agency all of the state's job training and workforce development programs. The plan had to include an inventory of existing state programs, a proposed administrative structure, and a list of timetables and transition procedures to move the programs from various agencies into the new unitary administrative structure.

Legislative Service Commission staff prepared a preliminary research report entitled *Ohio Job Training and Workforce Development Programs--Administrative Consolidation.* The report contains discussions of the history of government-based job training and workforce development programs and reforms during the 20th century, recent reform efforts in Ohio, proposed federal reform legislation, and recent reform activities in other states.

The original legislative study committee was unable to complete its assigned tasks. However, in February 1997, the Legislative Service Commission utilized its general statutory authority to create legislative study committees to appoint the present Study Committee to complete the project. Membership of the Study Committee includes Representative Bill Harris and Senator Robert Gardner, Co-chairs, Senators Linda Furney, Patrick Sweeney, Scott Nein, and Janet Howard, and Representatives Kerry Metzger, Twyla Roman, Mark Mallory, and William Healy.

In June 1997, Am. Sub. H.B. 215 (the current biennial state budget act) charged the Study Committee with the additional duty of looking at the local offices and operations of the Bureau of Employment Services and county human

services offices and making recommendations to the General Assembly on "... improving the integration, efficiency, effectiveness, and collaboration of federal, state, and locally funded job training, job placement, and workforce development efforts."

This report is intended to fulfill the original charge by the Legislative Service Commission as modified by the later enactment. Much of the materials that document the Study Committee's investigation and research are to be found in the various appendices attached to this report.

Study Committee Activities

The Study Committee met numerous times in the first half of 1997, at one point meeting almost weekly. In all, including the meetings at which this report was adopted, the Study Committee held a total of 13 meetings; the "Executive Committee," which was established to plan and coordinate the work of the Study Committee, met five additional times. The Study Committee initially sought to obtain a comprehensive picture of the current state-operated job training and workforce development system in Ohio. The Governor's Human Resources Investment Council and the Task Force of the Lieutenant Governor on Job Training had already accomplished much of this task by preparing, at different times, two separate, comprehensive inventories of job training and workforce development programs operating at the state and local levels in Ohio. This allowed the Study Committee to focus on the substantive issue of program consolidation and coordination. Throughout its deliberations, the Study Committee has received substantial, valuable assistance from various representatives of the executive branch of government.

These executive branch inventories demonstrated to the Study Committee the rich diversity of job training and workforce development efforts underway at the state level of government. Currently, 51 discreet programs exist that expend over $1 billion annually in federal and state moneys. As confirmation, however, of the general criticism directed at the current system, the Study Committee discovered that these programs operate independently and are spread across 15 separate state agencies. Coordination of efforts among the agencies seems minimal.

The Study Committee asked each of the 15 agencies to describe its job training and workforce development program operations, the level of success or failure each program was enjoying, how the programs were or might be coordinated or merged with others, and whether the agency should or could take responsibility for the merged or consolidated programs. The Study Committee

focused particularly on the five state agencies, the Bureau of Employment Services, the Board of Regents, and the Departments of Development, Human Services, and Education, that account for the bulk of job training and workforce development programs requiring direct involvement by the state. These agencies have the largest staff devoted to such duties and expend or act as a pass-through for most of the federal and state moneys allocated to such programs.

Some agency representatives were noncommittal in their responses, while several were frank to state that they did not see their agency assuming an overall management role. Other program managers indicated that the programs they operated should not be merged with other programs or into a larger administrative structure because of the resultant harm to the program's success.

A relatively new addition to the workforce development system are the one-stop career centers being developed and put into operation by the Bureau of Employment Services. These centers must continue to succeed if Ohio is to achieve any meaningful program coordination and consolidation, and most importantly, if the confusion and frustration that job training participants and providers often experience with the present system is to be minimized.

The Study Committee also examined Ohio's School-to-Work Initiative, now in its fourth year. While not discounting the controversy associated with the Initiative, the Study Committee discovered that the Initiative is making substantial and valuable progress toward its goals. The newest initiative, the "Ohio Works First" plan, is currently being put into place by the Department of Human Services as part of the Welfare-to-Work reform. Verification of its success awaits further time and effort.

Periodically, the Study Committee received progress reports from Legislative Service Commission staff on the reform activities in other states, as well as information about proposals for job training and workforce development reform at the federal level. Texas and Utah are two states that have made substantial progress in the area even before the passage of the new federal reform legislation described below. A Pennsylvania state legislator met with the Study Committee to detail that state's continuing effort to enact reform legislation; this is important to mention because that state recently enacted a substantial set of administrative reforms for its workforce development system.

Even while the Study Committee engaged in its efforts, the Governor's Human Resource Investment Council continued its reform efforts. In the summer of 1997, the Governor restructured and renamed that body as the Governor's Workforce Development Board. One structural change involved adding legislative

members to the Board in the person of the two co-chairs of the Legislative Service Commission Study Committee. This lead to some pooling of the Study Committee's and the Board's efforts and the holding of joint regional hearings in the fall of 1997 (Columbus, Portsmouth, Marietta, Canton, Dayton, Kirtland, and Toledo) to solicit the views of the two groups most intimately connected with and dependent upon the job training and workforce development programs--employers and persons who are candidates for training or re-training. The results helped to clarify the problems that exist, and identify the critical needs of the various system users. There were a number of heartwarming success stories to demonstrate that the programs succeed in helping individual participants become productive, self-supporting citizens. Generally, it was not possible to gauge a program's overall success based on these anecdotes, since it was quite possible that several of the participants would have succeeded without the programs. Indeed, in some cases, the participants appeared to succeed in spite of a program. In other cases, however, employers expressed frustration with bureaucratic delays and duplication of effort, while trainees indicated their frustrations with the confusing maze of forms, multitudes of bureaucrats encountered, and delays. Questions also were raised about the relevance of some of the training and assistance offered.

Subsequently, the Governor's Workforce Development Board established a Task Force to recommend the next set of steps in the direction of a reformed job training and workforce development system. In August 1998, the Task Force issued its final report and recommendations, which consisted of a series of both long- and short-term recommendations that, while encompassing more than the study mandate given to the Legislative Service Commission Study Committee, also included recommendations on an administrative structure to govern the job training and workforce development efforts of the state. Almost at the same time, Congress passed the long-awaited federal job training and workforce development reform legislation.

Federal Reform Legislation

Federal involvement in job training and workforce development efforts always has been substantial. A 1995 estimate by the United States General Accounting Office identified 163 federally funded or operated job training and workforce development programs scattered throughout 15 federal agencies and spending over $20 billion annually. State and local governments are highly dependent on federal funds for such programs, but federal grants normally come with a myriad of federal regulations and restrictions. No substantial reform or consolidation of Ohio's job training and workforce development system is possible without federal approval and cooperation, as other states have similarly discovered.

There has been a growing national dissatisfaction with the present federal job training and workforce development system. As early as 1995, federal officials testified before Congress as to the limited usefulness of the training received, the duplication of effort by different programs, a lack of reliable measures of success or failure, and frustration by system users with the large amount of "red tape" faced by system users. In 1996, both houses of Congress passed differing versions of reform legislation that, among other things, would have consolidated many programs into three block grants. That effort ultimately failed when a conference committee could not reach agreement on a single version, which left the new Congress to start the effort afresh.

On two separate occasions, the Study Committee asked David Shreve of the Washington office of the National Conference of State Legislatures to provide updates on the problems with and prospects for the federal reform legislation. The slow progress toward reform by the federal government has frustrated both the Study Committee and the Governor's Workforce Development Board. Not knowing what the federal government would allow to the states by way of reform clearly slowed progress.

In the summer of 1998, however, after considerable effort, Congress did enact reform legislation. The Workforce Investment Act of 1998 consolidates some federal programs into block grant funding but continues most of the current, separate "funding streams" for federal job training and workforce development programs. A summary prepared by the National Governors Association stressed that the Act is aimed more at coordinating rather than consolidating federal programs. Still, the Act contains several important features affecting state legislatures. Most significantly, the Act ensures that federal moneys for all programs are subject to the state legislative appropriations process. Additionally, the Act requires state workforce coordinating councils to include legislative members as well as other stakeholder representatives.

The passage of this Act allows the Study Committee to report its findings and make the recommendations contained in this report in time for comprehensive consideration by the upcoming 123rd General Assembly. These recommendations are intended to track the new federal mandates and comply with its requirements.

Study Committee Findings and Recommendations

The Study Committee recommendations parallel, but also go further than, those of the Task Force of the Governor's Workforce Development Board. The intent is to propose a governance structure for the Ohio job training and workforce development system and elaborate on several aspects of the proposed structure.

The Study Committee is convinced that a unified administrative structure is a necessary component to an improved job training and workforce development system. (A simplified diagram of the proposal follows in Chart I.)

The Study Committee recommends:

1. The statutory creation of a single, cabinet-level point of accountability for the bulk of the job training and workforce development system operating in Ohio. To that end, the Bureau of Employment Services should be transformed into a "Department of Workforce Training and Development" (DWTD) under the control of a Director appointed by the Governor. The Department would subsume the current duties of the Bureau.

2. All state-operated or state-funded workforce development activities and programs not currently under the jurisdiction of the Bureau would be transferred to the new agency. This would include any workforce development activities currently residing in the Department of Human Services such as the Ohio Works First program. The School-to-Work Initiative also would be included. Current workforce training and development staff involved in planning and directing workforce programs in other state agencies will be phased out and functions performed by the new DWTD. State agencies will retain only those staff that are actually involved in the training and reporting status and results on contracted workforce development programs. The DWTD will establish procedures for conducting performance audits of all workforce development programs.

The only exceptions to this broad transferring of programs to the new agency would be the programs operated by the Rehabilitation Service Commission. The Study Committee believes that the Commission currently is operating a successful program, and its efforts are focused on a specialized group of clients so there are no issues of program overlap, excess bureaucratic detail and duplication, a lack of accountability, or a lack of reliable measures of success or failure of the programs to now justify consolidating the Commission's programs into a larger administrative entity. Also to be excluded is the vocational education system generally. Nevertheless, in both cases, there should be established at the cabinet level strong ties between the new administrative agency, the Rehabilitation Services Commission, and the vocational education community to achieve the maximum coordination possible. This can be achieved, for instance, by mandating coordination through the formation of interagency agreements. (This agreement would include, but not be limited to, coordination of vocational and adult education curriculum, tech-prep programs, related dropout and at-risk student programs, etc.)

3. The federal reform legislation provides for, and hence there should be, a statewide advisory council (State Workforce Investment Board) appointed by the Governor and interacting directly with the new department director. The council (board) should include members of the General Assembly and representatives of all major stakeholder organizations in the job training and workforce development system. While there will need to be significant government and education community involvement, the advisory body should contain at least 51% private sector membership.

4. There should be established 12 regional directors appointed by the Governor but answerable to the new Director of the Department of Workforce Training to oversee all job training and workforce development efforts within a defined area of the state. Whether these regions should conform to existing economic development regions, one-stop career center regions, or other currently defined local service delivery areas will depend, in part, on the new federal law requirements and should be an issue for the legislation that proposes the administrative detail of the new governing structure. It is expected that legislation will also incorporate the recommendations of the Governor's Workforce Development Board's Task Force report.

5. Associated with each local regional director should be a local advisory council (Local Workforce Investment Boards) appointed by boards of county commissioners of the counties comprising the defined region. These councils would be charged with assisting the regional director to plan for and to carry out the region's job training and workforce development activities.

6. While the recommendations call for an initial consolidation of many job training and workforce development programs into a single state agency for the purposes of accountability, it needs to be emphasized that such an arrangement does not preclude that new agency from "contracting" with the agencies that now operate a particular program to continue operating it or to help the new Director operate it either for the long term or during a transition. Additionally, it is envisioned that the DWTD also will contract with private sector training sources to achieve the comprehensive training of Ohio's emerging, transitional, and current workforce. However, it must remain clear that the final level of responsibility and funding for the program would reside with the new cabinet-level Department of Workforce Training and Development.

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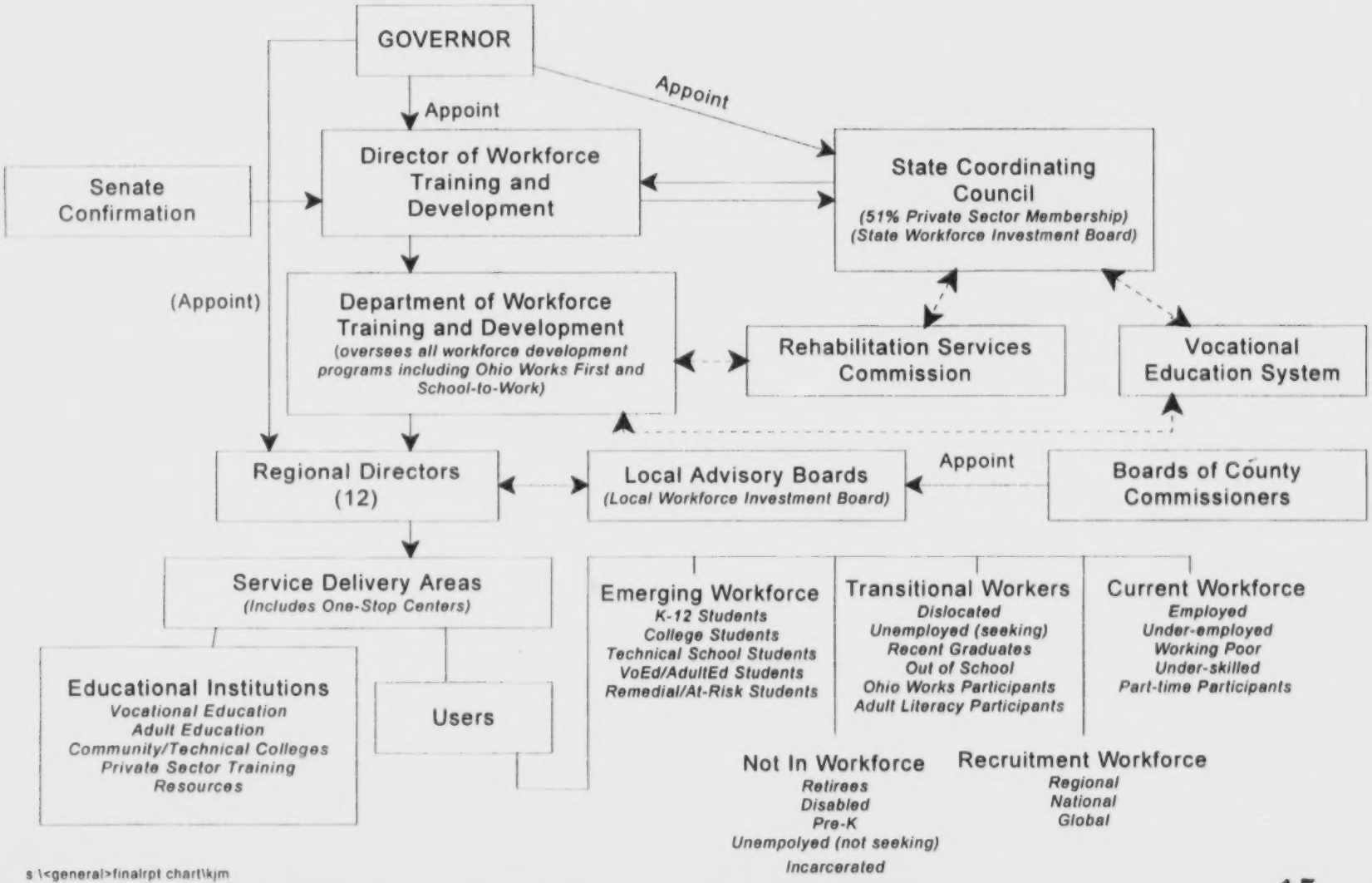
CHART I: Simplified Diagram of Proposal



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Representative Metzger moved to adopt the revised report of the Legislative Service Commission Study Committee on Job Training and Workforce Development.

Representative Bill Harris, Co-Chair

Senator Robert Gardner, Co-Chair

William J. Healy

Linda Furney

Mark Mallory

Janet C. Howard

Kerry R. Metzger

Scott R. Nein

Twyla Roman

Patrick A. Sweeney

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APPENDIX A

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

APRIL 10, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, April 10, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee initially organized as a subcommittee until a quorum was present. Members present were: Senators Furney, Gardner, Howard, Nein, Sweeney; Representatives Harris, Metzger, Roman.

Dick Masek of the LSC staff gave the Study Committee some background as to how the idea for the study arose as part of the state budget act and the activities and events subsequently that occurred and that lead up to today's meeting.

The first order of business was committee organization. After general discussion and a short recess, the Study Committee decided to have two co-chairs, one from the House and one from the Senate who would alternate chairing the meetings. Representative Metzger moved that Representative Harris and Senator Gardner be elected as the Study Committee co-chairs. Roll call votes were taken and without objection, this motion was agreed to. Representative Harris made a motion to designate a committee secretary. Senator Gardner moved that Senator Furney be elected as committee secretary, Senator Sweeney seconded the motion. It was decided that the co-chairs and the committee secretary would function as an executive committee to direct the Study Committee's operations.

The next item of business was the presentation of the LSC staff research report, *Ohio Job Training and Workforce Development Programs Administrative Consolidation*, by LSC staff project officer Dick Masek and staff members Kathy Luikart and Mike Griffaton. At the conclusion of the discussion, Co-Chairman Harris suggested getting members copies of the "Job Training Task Force report, and two documents Mr. Masek referred to during his presentation, and copies of the three staff member presentations. Co-Chairman Harris also suggested that for the next meeting, the Study Committee would like to have representatives from the Governor's Human Resource Investment Council and the Lieutenant Governor's staff make presentations. Senator Furney also suggested for the next meeting, the Study Committee look at two federal grant proposals: (1) One-Stop Effort and (2) School to Work. The Study Committee also requested short reports on the administrative consolidation efforts being undertaken in Texas and Oregon and some information on a waiver request that the Ohio Bureau of Employment Services is making to the federal government relative to the Job Training and Partnership Act program.

Co-Chairman Harris concluded the meeting by setting the next meeting date for Thursday, April 24, 1997, at 10:00 a.m. in the 8th Floor Conference Room, Riffe Center.

There being no further business, Co-Chairman Harris moved to adjourn. Senator Nein seconded the motion, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

MAY 1, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, May 1, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee initially organized as a subcommittee until a quorum was present. Members present were: Senators Furney, Gardner, Howard, Nein; Representatives Harris, Metzger, Roman. Once a quorum was reached, the minutes of the April 10, 1997, meeting were approved as submitted in writing to the members.

The first item of business was a presentation given by Jim Mermis, Office of the Lieutenant Governor. He gave the Committee an overview of the Governor's Human Resource Investment Council (GHRIC) and how it was formed. He mentioned that the Governor is looking to re-engineer the Council to make it smaller and to get more business participation. Mr. Mermis told the Committee that one of the biggest barriers that the GHRIC faces is the lack of money and that block grants would help. He said the main focus is to consolidate programs into a single agency. The point was made that a single agency is possible whether waivers are granted or not. Mr. Mermis indicated that "the jury is still out" on how other states are doing on efforts at administrative consolidation of programs.

The second speaker was Debra Bowland, Administrator of the Bureau of Employment Services. She indicated that some barriers to program consolidation are not insurmountable but that there are inherent difficulties because programs tend to approach their tasks differently. She then introduced the members of her staff who would be speaking before the Study Committee.

The third speaker was Dixie Summers, Deputy Administrator, Ohio Bureau of Employment Services. She talked about the waiver processes and handed out two pieces of literature. One is *Ohio Job Training Waiver Plan Program Year 1997*, which was submitted to the Department of Labor by the April 30 deadline and is seen as a trade-off of money in return for improved performance. They are currently working on ideas of how to improve the performance by 5% over what is otherwise the norm. The other piece of literature is *Ohio Work-Flex Request*--Draft. The *Ohio Job Training Waiver Plan Program Year 1997* involves two acts: the Job Training Partnership Act (JTPA) and the Wagner-Peyser Act. JTPA is more complex with more rules and regulations than the Wagner-Peyser Act, which is more flexible. Ms. Summers discussed the processes in waiver authority, which are the one-year and the workflex processes. Under the one-year process, a waiver would be granted for one year only. The point made on that process is that it is ironic to have a waiver that is only good for one year and that cannot be renewed or extended without the consent of Congress. The workflex process is a five-year waiver that the Secretary of Labor grants to the Governor who can, in turn, grant it to localities in the JTPA programs. This process is more competitive because it is limited to six states, three of which have to have a certain number in population. Ohio is currently requesting

to be one of the three states. Ms. Summers discussed the fact that work groups have been formed to look at waivers in order to improve welfare reform and the One-Stop programs.

The fourth speaker was Gay Gilbert, Deputy Administrator, Ohio Bureau of Employment Services. She discussed the history and efforts of the One-Stop effort. She said the purpose is to be more customer-focused. It evolved in 1991 when OBES started customer service centers. Initially, the objective was to deliver 30 One-Stop systems within three years. The partnership involves state agencies such as the Department of Education, Department of Human Resources, etc., and local partners such as vocational schools, 2-year colleges, and regional development offices. Their goal is to provide customer-friendly, easy access and electronic methods of service. She discussed the three different models (co-location, "no wrong door," and hub and cluster) for One-Stop Centers and the 14 centers currently in place. These are further discussed in the booklet she handed out titled, *A Strong Foundation for Ohio's Workforce Development System*. Ms. Gilbert discussed as a major barrier the need for extensive information sharing, which is being overcome by an umbrella agreement, also discussed in the handout. Co-Chairman Harris made the point clear that currently only 8 sites are being funded and there is enough funding left for 11 more. The point was made that there are no limitations in how the money is used.

The fifth and final speaker was Rob Radway, Director, School-to-Work Initiative. He described School-to-Work as an opportunity for all students, schools, businesses, and communities and that it's not a program but a system. It is the umbrella that covers many workforce development issues of education. He cited statistics that he believes confirm the need for a School-to-Work system. In Mr. Radway's view, workforce development needs to combine work-based training and classroom learning. Under the former, students would go into the workplace where they would participate in mentoring and job shadowing. Senator Furney added that a lack of self-determination by young people is a concern and that there is a reluctance to have that issue raised. As a result, students receive little or no information to allow them to make their own decisions as to what they want to do after college.

Co-Chairman Harris concluded the meeting by setting a date for the Executive Committee to meet on Thursday, May 8, 1997, at 10:00 a.m. in the 8th Floor Conference Room, Riffe Center, and he scheduled the full committee to meet on Thursday, May 15, 1997, at 10:00 a.m. also in the 8th Floor Conference Room.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

MAY 22, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, May 22, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee operated as a subcommittee since no quorum was present. Members present were: Senators Furney, Gardner; Representatives Harris, Metzger, Roman. The minutes of the May 1, 1997 meeting were approved as submitted in writing to the members.

The first item of business was a discussion of the objectives of the Study Committee. Co-Chairman Harris began the discussion with an overview of the Executive Committee's meeting, which was held Thursday, May 8, 1997, where they discussed several phases the Study Committee will go through in its attempt to consolidate job training and workforce development program administration into a single agency. He said the first phase is to have those agencies with these types of programs in place, make presentations that focus on the entire mix of programs, how they are doing, what barriers they face, how they interact with other job training and workforce development programs run by other agencies, etc. Co-Chairman Harris said the Study Committee's second phase is to have representatives from the Governor's office update the Study Committee on their reorganization of the Governors' Human Resources Investment Council and to get ideas how to consolidate programs into a single agency. An additional phase will involve asking the four or five agencies having the heaviest involvement with job training and workforce development programs to discuss the ideas of those agencies about program consolidation and how it might be accomplished and become a successful operation thereafter. He said once these three phases are completed the Study Committee should be able to start finalizing its plans and begin drafting language in order to have legislation ready for introduction by January, 1998. Representative Metzger questioned whether the Study Committee had plans to hear from a representative of the federal government. Co-Chairman Harris acknowledged the question as a valid one and said that the federal government would be included after meeting with representatives of the Governor's office. Co-Chairman Harris also mentioned at this time the idea of the Study Committee not taking field trips to One-Stop agencies as a group, but he encouraged the legislators to visit One-Stop agencies in their districts as possible.

The next item of discussion was Dick Masek updating the Study Committee on the status of his attempts to schedule presentations before the Study Committee by those state agencies with job training and workforce development programs in place. He has agencies scheduled through June 12, 1997. He asked the Study Committee for authorization to finish scheduling the agencies through the month of June, however Representative Metzger brought up the point that June 26 may conflict with the budget and with that taken into consideration and no objection from the Study Committee, Dick Masek was instructed to continue to schedule the agencies through the month of June. Senator Furney mentioned that Senate sessions on Thursdays begin at 11:00 a.m. that may interfere with their attendance at the Study Committee meetings even

though the Study Committee plans on limiting itself to 1 to 1½ hours per meeting. Co-Chairman Harris said the Senators could come for as much of the meeting as possible and leave with enough time to get to session. He also said that the Study Committee meetings should keep going no matter who is in attendance, otherwise, it could result in a major set-back for the Study Committee timetable.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

MAY 29, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, May 29, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee operated as a subcommittee since no quorum was present. Members present were: Representatives Harris, Roman and Metzger. The approval of the minutes of the May 22, 1997 meeting were postponed until the meeting of Thursday, June 5, 1997.

The first item of business was a presentation given by Arnold Tompkins, Director of the Department of Human Services (DHS). Director Tompkins gave the Study Committee an overview of what the Department is trying to achieve in their efforts to develop an integrated system within the Human Services Department. In order to achieve their goals, they would like to make their services available not only to welfare recipients, but to anyone, including the low-income arena. Director Tompkins discussed different goals that have been set by his Department. For example, the Department is to find employment for 70,000 to 100,000 people in the next five years, which would include a minimum of 20 hours per week for a single person family and 30 to 35 hours per week for a family of two or more. DHS has contracts with local businesses, such as Revco, Rite Aid, and one contract, in progress, with Kroger. The contracts state that a certain percentage of workers will eventually move into management positions, hence making their old positions available for new recipients.

Director Tompkins indicated that he is interested in creating an "integrated" services concept for his clientele. Wants to go "beyond" one-stop centers and create satellite offices to one-stop centers with perhaps DHS running some such offices in some counties and OBES doing so in others. In response to a question about what legislation would be helpful, he offered the view that there needs to be more legislation mandating "cooperation" and coordination between the various state and local agencies with responsibilities in the area.

Senator Howard's legislative aide, Berdett Barlor, brought up a concern of Senator Howard's that GED classes in her district are being defunded. What are the consequences of defunding GED classes since there is already a waiting list for GED and with welfare reform and job and education requirements? Director Tompkins responded by saying that he was not aware of defunding in Hamilton county and that the county is still supported heavily in the state. Therefore, it could be a county problem.

Senator Furney's aide, Rachel DeRussy, asked Director Tompkins what incentives are in place to help counties fulfill their goals. Director Tompkins responded with three different ways counties can obtain additional "bonus" money. First, is through block grants in which counties are phased in so the money is evenly distributed. Second, is an agreement between the county

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and the State to be within 15% of county goals. Third, is that the county meets its participation rate, which, in turn, will save money that is shared with the State in the form of a savings account, that could be as much as 20% to 25%. Director Tompkins added that counties cannot get away with doing nothing just to save money, there are still requirements that need to be met.

Co-Chairman Harris asked what specific training programs DHS is managing. Director Tompkins said there are programs operated by two-year institutions through the Board of Regents, but also still partly run by DHS. This brought up the concern of who monitors the progress of the training. Director Tompkins said DHS does not deal much with the applicants after they get placed in a job, but checks are conducted off and on to see what kind of progress is being made.

The next of item of business was a presentation given by Mark Seifarth, Legislative Liaison for the Rehabilitation Services Commission (RSC). Mr. Seifarth gave the Study Committee background on the Commission and discussed the fundings and services of the Commission. The mission of the Commission is to provide training for people with disabilities so they can be competitively employed. Their main source of funding is through cash transfer agreements with a number of agencies. One example of a cash transfer is with the Bureau of Workers' Compensation. This cash transfer can only fund part of the total number eligible. With only 300 individuals served out of 3,000 who are eligible. RSC also is funded through programs called "Pathways." This is where the Commission goes to local political subdivisions for money from private sources and matching federal money and then contract with that particular community. One concern within the Commission is having to work under the Federal Rehabilitation Act, which mandates the Commission to spend 1½% on planning, which the Commission can actually do with $200,000 to $300,000. But the federal government has mandated that more money be used in the planning than is necessary. This is a frustration, because the money they do not need to use in the planning could actually be used elsewhere.

Eric Parks, Chairman of the Rehabilitation Services Commission discussed the Commission's accomplishments with the Study Committee. One accomplishment is Social Security reimbursement money. It reimburses the RSC for a person who is taken off SSI and gainfully employed. The money then is used for that person's training. Another accomplishment is that, in 1996, the competitive placement of people with disabilities by the Rehabilitation Services Commission, was second in the country behind New York. Mr. Parks mentioned that changes now need to be made because the RSC has focused on its mission, which was accomplished and now needs to expand on what has already been achieved. To do this, it needs to develop partnerships. RSC serves 15% of its consumers and provides 13 different projects.

Chairman Parks stated that he would have considerable problems with the RSC being "folded" into a "super agency" for job training and workforce development. He would believe that people with disabilities as a group would be "forgotten." He pointed as a current example of his point the fact that when OBES made its presentation on one-stop centers to the Study Committee, no mention was made of his or the RSC's participation on the statewide committee that advises on such matters.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

JUNE 5, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, June 5, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee operated as a subcommittee since no quorum was present. Members present were: Representatives Harris, Roman and Metzger; Senators Furney and Gardner. The minutes of the May 22, 1997 and May 29, 1997 meetings later were approved as submitted in writing to the members.

The first item of business was a presentation given by three representatives of the Department of Education. Joanna Kister, Director, Division of Vocational and Education Staff of the Department of Education gave the Study Committee an overview of the Department's efforts and priorities. Ms. Kister focused on the different vocational training programs which she indicated are proving to be very successful. An example is that some of these programs are helping ninth graders pass the ninth grade proficiency tests. Many schools take pride in the fact that they have such a high percentage of students that go on to post-secondary school, however, there is also a large number that drop out after the first year. Therefore, vocational school and programs are considered to be more accountable. Ms. Kister discussed some barriers they face such as the rapidity of changing technology and how it affects curriculum. One way they are trying to keep up with technology is to provide more workbase settings and a sharing of efforts with local community colleges. Also mentioned was the fact that advisory committees are a necessity in vocational programs, so as to inform the teachers of the technological changes. Another barrier is federal restrictions and the anticipation of a reduction in federal funds. Ms. Kister answered the question of noncooperation of other agencies with a statement that it is more of a perception than a reality. She said that the vocational planning district structure is what works best, because it provides access to vocational education for all secondary students. In closing, Ms. Kister said that within their programs, there is not much waste and duplication, but some fragmentation.

Next to speak from the Department of Education was Vicki Melvin. Her presentation focused on the School-to-Work issue. Ms. Melvin said that this is achieved in partnership, in the classroom where teachers can work together to see that what they teach is applied in real life situations. An example is in Columbus, the intent is to help K through 12 students to make better career decisions and to look at curriculum in order to integrate the work concept. She said that the concept of School-to-Work and vocational education intertwining, meaning it is difficult to say where one begins and ends. Ms. Melvin said that partnership is the key.

The third and final speaker was Tom Applegate. He talked about collaboration and integration with other agencies and its importance. He said the goal there is to maximize the efficiency and effectiveness of human, fiscal, and information resources. Mr. Applegate

mentioned that the Department is a key partner in welfare reform in that it creates jobs, provide supportive services, respond to a diverse amount of needs, and target youth before they become adults in an attempt to keep them off welfare. He discussed one county's technique which is called the Preemployment Training Program (PET). This technique of Licking county is to provide a ready pool of workers for the business sector. Mr. Applegate mentioned there was some concern with the perceived notion of duplication of services. He cited findings of a study conducted by UpJohn Institute out of Kalamazoo, MI, which found that overlapping and duplication of adult training programs in Ohio is not a problem.

The next item of business was a presentation by the Department of Natural Resources. Ms. Sally Prouty who spoke on behalf of the Civilian Conservation Corps (CCC). Ms. Prouty said the Department focuses on the individual needs of young people who, for one reason or another, have not been able to make it in the educational system that is available. She discussed the progress of CCC in Fiscal Year 1996, which included meeting budget goals, corpsmember accomplishments, such as out of 276 corpsmembers, 65% successfully out placed (jobs/higher education), 26 corpsmembers attained their GED and nine members were placed in internships. In Fiscal Year 1997, 190 corpsmembers are currently enrolled with an average length of stay being 9 months. Ms. Prouty discussed CCC's partnership with the Ohio Department of Human Services (ODHS) and the Ohio Department of Youth Services (ODYS) under which the Department of Natural Resources received a $475,000 Independent Living grant from ODHS. She said the number one goal is to utilize all available resources and to create an environment in which corpsmembers can succeed. Some ways to get this accomplished are to partner with local community (public and private agencies/organizations); by 7/1/98, to be committed to enroll 100 young adults who are prior recipients of services such as welfare benefits, foster care, courts, counseling, etc.; and to establish and maintain a drug free workplace. CCC programs include a one-week training academy at Hocking College at no monetary cost. The two entities exchange one service for another. One barrier Ms. Prouty discussed is that there are not enough funds to help implement the Drug Free Workplace Program Plan. She did think that federal restrictions got in the way.

In closing, Co-Chairman Harris asked the representatives from both agencies if they thought programs run under a single agency would interfere with their current operations. As a whole, both agencies support the idea of a single coordinating agency but were more reluctant to endorse outright integration of programs.

Also discussed was the fact that Senate session begins at 10:00 a.m. Thursday, June 12, 1997, therefore, the time for the June 12 meeting was changed from 10:00 a.m. to 11:00 a.m.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

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MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

JUNE 12, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, June 12, 1997, at 11:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee operated as a subcommittee until a quorum was present. Members present were: Representatives Harris, Roman, Metzger; Senators Furney, Gardner, Nein. The minutes of the June 5, 1997 meeting were approved as submitted in writing to the members.

The first item of business was a presentation by Michael Taggert, Director of Workforce Development, Ohio Board of Regents (OBR). He began by stating that the role of OBR is to build the capacity of Ohio's 53 two-year colleges to meet the workforce development needs of Ohio's business and industry, to establish partnerships with other organizations to utilize the workforce development services of Ohio's two-year colleges, and to create a greater awareness of community colleges as workforce development resources. OBR shares administrative responsibility for two programs called the Tech Prep Program and the Job Prep Program, which are both designed to have a seamless curriculum. OBR and the Department of Education, together, administer the Tech Prep Program, which is an educational reform initiative to change the way the secondary schools and two-year colleges work together. Tech Prep is business driven and in which business, industry, and labor identify the student needs and then define the student standards. Through an interagency agreement with the Department of Human Services, Job Prep allows for 33 of the 53 two-year colleges to provide access to college courses and other services to prepare public assistance recipients to seek and obtain employment. The objective of this program is to support Associate Degree achievement as a strategy to promote economic self sufficiency. OBR has collaborated with a number of state agencies and has completed a Master Plan for Higher Education to affirm the commitment to workforce enhancement and to collaborative partnerships. Some examples of these efforts are One-Stop System and the School-to-Work Initiative.

The Tech Prep program this year, has impacted 3,000 students and the number of students impacted is expected to more than double by next year. OBR has completed a strategic plan under which the goal is to have 25% of the two-year college students involved in the program by the year 2000, and by the year 2002, the goal is to include 10% of the high school students who are about to start college. There is a connection between two-year college and four-year colleges through the Tech Prep Program, by guaranteeing a transfer of credits from one institution to another. There appears to be a concern among parents with the concept of the School-to-Work Initiative, in that their children are not being fully educated. However, representatives from OBR stated that a model should and will be created to better educate parents about the School-to-Work Initiative and to let them know that there are other ways of educating students other than by lecturing.

The next presenter was Lee Matson, Chief of Office Services, Ohio Department of Aging. Mr. Matson spoke about the Senior Community Service Employment Program and its two-fold purpose, which is (1) to provide community services employment to those who are older (approximately 65 years and older), and (2) to allow the agency to eventually take a person off a subsidized job and into another full-time, full-pay job. Mr. Matson said that the program is a success and that over 80% of the participants are women. He did mention that the success can also be a barrier because the participants get too comfortable with their situation and do not want to leave, which knocks the next eligible person out of line. Another barrier Mr. Matson discussed is eligibility. There is a cut-off point which is usually at the poverty level. He said that there are non-incentives that go along with the program, which contribute to the participants feelings of not wanting to leave. Another aspect of the program which is seen as a non-incentive is the benefits that are offered, such as health benefits. Mr. Matson said that one concern with the idea of programs being consolidated under a single agency is that there would be a loss of identity of a particular program(s).

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

JUNE 26, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, June 26, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

The Study Committee operated as a subcommittee until a quorum was present. Members present were: Representatives Harris, Metzger, Roman; Senators Furney, Gardner, Sweeney. The minutes of the June 12, 1997 meeting were approved as submitted in writing to the members.

The first item of business was a presentation by Mark Fritz, Bureau of Workers' Compensation (BWC). Mr. Fritz said that their programs are not designed to actually provide job training, but to place a worker that may have been injured on the job, into another work environment. For example, if a factory worker gets hurt on the job, BWC may place that worker in an office environment because the worker may no longer be able to work on the factory floor. Mr. Fritz told the Study Committee that BWC is linked with the Department of Human Services. The population of those involved with BWC programs ranges from "wage loss" clients to "lost time" clients, to permanent partial and permanent total disability clients in roughly equal percentage. One major barrier to success Mr. Fritz discussed is funding. Another barrier is the fact that the injured worker often harbors some anger toward the employer who is perceived as being responsible for the injury. There are 15 separate individuals that train throughout the state and there is a meeting held once a month in order to coordinate what goes on. Co-Chairman Harris mentioned Senate Bill 45, non-working wage loss issues and asked what is being done to get those people back into the working place. Mr. Fritz said the non-working wage loss people are written into a rehabilitation program and receive some training while in the program; however, there is no real direct schooling.

The next presentation was by Maryann Lombardo, Department of Youth Services (DYS). She began by stating the Department's mission as to ensure public safety by providing services that hold youthful offenders accountable for their actions and gives them the skills they need to live a crime free life. Ms. Lombardo discussed some of the programs offered by DYS such as the OWE program at Maumee Youth Center, which partners with the National Guard's Camp Perry. This program allows for the youth to work alongside their mentor on various assignments and learn a multitude of transferable skills through on-the-job training. In addition the Department provides a number of programs for youth on parole, which provide them with opportunities to learn job skills and get assistance in finding and keeping a job. One example of such a program is the Youth Employment Program in Cleveland, which combines job skills and life skills instruction, work site experience, job placement and job mentoring. Some barriers to success Ms. Lombardo discussed were the difficulty in obtaining school records during summer months, the lack of sufficient postsecondary opportunities for long-term youth, limited off-grounds and on-grounds work experience, many school-to-work programs require youth to be

juniors and seniors and very few youths have enough credits to qualify them, and, often, it is very difficult to track the outcomes of individual clients. Federal restrictions consist of age restrictions. Good, comprehensive programs are costly. There is limited space in institutions and a lack of money to expand often limits programming. DYS works well with a number of agencies such as the Ohio Department of Education and the Department of Mental Retardation and Developmental Disabilities, and the Ohio Parks and Recreation Association just to name a few. DYS is interested in developing a Juvenile Correctional Industry in order to provide better job training and workforce development services to youth.

The next presentation was given by three representatives of the Ohio Department of Rehabilitation and Correction (DRC). The first presenter was Jim Mayers, Offender Job Linkage Coordinator for DRC. His focus was on the job fairs that are provided by DRC. He said the job fairs represent a new initiative for DRC in response to a growing concern about the increasing number of individuals released from prison each month needing employment. Mr. Mayer stated that the main purpose of the job fairs is to involve prospective employers in an interview process with inmates who are within 90 days of release and who are interested in obtaining employment. There were two pilot job fairs in October and November of last year hosted by Montgomery Educational and Pre-Release and Pickaway Correctional. And since then, 10 additional prisons have acted as sponsors to job fairs. DRC works with the Ohio Bureau of Employment Services (OBES), who sends a representative to the job fairs to brief the employers about the WOTC and Federal Bonding programs, which are designed as an incentive for the employers to hire the inmates. DRC also works with the Department of Development in identifying and contacting prospective employers for the job fairs. And the Department of Human Services gives DRC suggestions on potential employers to contact.

The next speaker was Jim Faulkner, who discussed prison industries and the OPI Industrial Training Program. Inmates receive on-the-job training in basic shop skills, safety, quality assurance, production scheduling, shop mathematics and inventory control with little or no cost to the taxpayer. OPI has created a work atmosphere as close to private sector as possible in this type of environment and the inmates are paid on a sliding scale system, which allows them the possibility of advancement in their jobs based on work evaluations. The objective of the program is to prepare the inmate to compete for jobs and become a productive citizen upon their release. He said the program has sales in excess of $40 million with 47 shops in 24 institutions, approximately 250 civilian employees and approximately 3200 inmate workers. Through this program, civilian and inmate workers manufacture and assemble a variety of quality cost competitive products and provides a variety of office and business services.

The third speaker was Bob Race, Vocational Director, DRC, who spoke about vocational and career education. There are 97 programs in 33 taxonomies in 25 institutions both adult and secondary programs and which serve approximately 1800 students per year. Some barriers to the success of the programs is the limited space and facilities (i.e., machine trades training require 5,000 sq. ft., auto mechanics require 6,000 sq. ft., and access to power, which exceed what exists in most available spaces.) Other disadvantages include a shortage of teaching positions as well as a shortage of qualified candidates to fill the teaching positions, limited funds and security limitations. Evaluations show that vocational education does reduce the recidivism rates of female offenders, younger offenders, drug offenders and those incarcerated for non-violent offenses.

The last item of business was to schedule the next meeting date. Co-Chairman Harris said because of conflicting schedules, the Study Committee would not be meeting for the next three weeks, and set the date of the next meeting for Thursday, July 24, 1997 at 10:00 a.m.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

OCTOBER 8, 1997

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Wednesday, October 8, 1997, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris, Mallory, Metzger, Roman; Senators Furney, Gardner. The minutes of the June 26, 1997 meeting and the September 23, 1997 Executive Committee meeting were approved as submitted in writing to the members.

The first item of business was a brief explanation by Representative Harris of the various "phases" the Study Committee intended to follow in completion of its mission and the projected timetable. The Study Committee then proceeded to hear from Debra Bowland, Administrator, Ohio Bureau of Employment Services (OBES). Ms. Bowland discussed the different programs provided by OBES that help meet special needs for workers as well as employers and indicated that OBES is the only agency that provides universal service to every job seeker and employer in Ohio. OBES provides job service that is free and is targeted to unemployed workers, low income persons and recipients of public assistance, veterans, minorities, and women. OBES administers the Federal Job Training Partnership Act with 30 local partners, also known as "service delivery areas," to provide training to dislocated workers and economically-disadvantaged Ohioans. Among these service delivery areas are JTPA programs, which are overseen by a "Private Industry Council" that sets local policy and direction for local service options. Many of Ohio's JTPA partners have developed return-on-investment models by documenting the cost/effectiveness of their programs. Ms. Bowland said that the training results are impressive. Of the adults who left the program in 1996, 65% got a job immediately, compared to 61% in 1993. She discussed that OBES provides unemployment help for people between jobs by collecting unemployment benefit taxes from Ohio employers. OBES uses this money to pay unemployment benefits for claims by people who lost their job through no fault of their own. Ms. Bowland said OBES takes pride in the measurable economic benefits of their programs, such as direct economic impact of jobs, business cost savings in getting a worker a job, and being careful with employer tax money. Also provided by OBES is "one-stop" access. OBES delivers its job services by way of one-stop employment and training centers throughout the state and requires that each center be linked with the other partners in the State's one-stop system. Over the past year, the number of people who have been referred to employers has increased by approximately 42%. Ms. Bowland also emphasized the special help that veterans receive. OBES has created a separate Veterans Services Division to serve the special needs of disabled veterans, Vietnam Era Veterans, and other veterans. This year, OBES has helped 126,433 veterans, which is an increase of 39% over the previous year.

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The next presentation was by Linda O'Connor, Chief, Ohio Industrial Training Program (OITP), Department of Development. OITP is a training grant on a reimbursement basis. It is customized to meet business and industry needs and is accessible through the 12 regional economic development offices by application. Ms. O'Connor started off by discussing OITP's annual budget of $10 million, which includes a federal match. OITP may reimburse up to 50% of a company's eligible training costs that may not exceed $20 per instructional hour and capped at $200,000 per state fiscal year. She said that eligible training costs include instructor fees, instructional materials, assessment, training-the-trainer, and special needs (e.g., software, facility rental, etc.). OITP does have a tracking system of performance, which keeps the employer involved for one year. Ms. O'Connor said that as far as their measurements can determine, companies are living up to 90% of their contracted commitments of job creation/retention and/or persons trained. OITP's annual average is 200 projects, $9,000,000 in grant money, 9,000 new jobs and 52,000 persons trained. Ms. O'Connor mentioned that there also are a number of collaborative partnerships, such as JTPA, JOBS (human services/interagency agreement to bring business/industry to the county human services offices), OBES, and Tech-Prep, which is through the Department of Education.

The next presentation was given by Jim Mermis, Executive Assistant, Office of Lieutenant Governor. He elaborated upon the introductory comments of Representative Harris. Mr. Mermis presented the Study Committee with copies of the brochure that proposed seven field hearings to take place between October 22, 1997 and December 9, 1997. The purpose of the field hearings, which would be held jointly by the Governor's Workforce Development Board and LSC Workforce Development Study Committee, is to facilitate what the Study Committee is trying to accomplish and to advise the Governor's Workforce Development Board on how to achieve and maintain a high performance workforce in Ohio. Testimonies will be taken from service users and service providers in an attempt to gather information that will improve the integration, efficiency, effectiveness, and collaboration of federal, state, and locally funded job training, job placement, and workforce development efforts. After a general discussion session, the Study Committee agreed to the proposal.

The next speaker was Jeff Davis, Deputy Director, Ohio Department of Mental Retardation and Developmental Disabilities (MR/DD). Mr. Davis said MR/DD offers day programs that are done through sheltered workshops. He said that, in the last two years, there has been a growth in employment of over 25%. The three federal grants received by MR/DD are Project MORE, Project LIFE, and Project FIND. Each program is an attempt to take choice making out of professionals hands and putting it into the hands of the person who is mentally or developmentally impaired. Mr. Davis mentioned a number of barriers that MR/DD faces as follows: (1) Transportation. Due to the nature of the MR/DD population, there is a heavy dependence on public transportation. (2) Systemic issues. Sheltered workshops have to have professional trainers with a vision of the results, which is not any easy thing to do. (3) Community issues. Many employers are not ready to deal with this type of population. (4) Funding issues. Job coaches are needed for extended periods of time and are not always inexpensive. (5) Personnel issues. Staff is relatively new and there is a great need for professional expertise. (6) Funding for the individual. If the individual is still receiving Medicaid, they cannot receive federal funds, and they cannot accumulate any type of wealth, or they will lose their Medicaid benefits.

The last item of business was to schedule the next meeting date. Co-Chairman Harris said the Executive Committee will meet sometime in November, and a date will be set at a later time. The full Study Committee will meet on Wednesday, December 10, 1997 at 10:00 a.m., the location being undecided.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

JANUARY 29, 1998

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, January 29, 1998, at 9:30 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris, Roman; Senators Furney, Gardner, Nein. The minutes of the October 8, 1997 meeting were approved as submitted in writing to the members.

The first item of business was a presentation by David Shreve and Tracy Schmidt from the Washington office of the National Conference of State Legislatures (NCSL). Mr. Shreve discussed three important questions related to the issue of job training and workforce development. The first question is, what is the problem with the current mix of workforce development programs? Mr. Shreve presented statistics showing that in most states a higher percentage of workforce development money is geared more toward college bound youth than non-college bound youth. Other statistics show that, internationally, the United States ranks close to last in money spent toward second chance youth measures. All in all, U.S. resources are focused on college bound youths as opposed to those in vocational education and technical schools. Mr. Shreve talked about two job markets, low wage and high wage jobs. The private sector contributes approximately $30 billion to assist in the low and high wage jobs; however, 2/3 of that money is put toward the college bound youths.

The second major question is, what is the history of state involvement in workforce development programs? According to Mr. Shreve, the history has been a duplication of the process in the programs that are provided to the client. Mr. Shreve stated that, historically, the system has been bureaucracy friendly because a client has to go to one agency for one type of service and another agency for another type of service and so on. Mr. Shreve said the goal that many states are working toward now is to supply services that are needed to the client.

The third question Mr. Shreve discussed is, what will the federal government do with respect to workforce development reform? His opinion is that the outlook is "all bad." Mr. Shreve said the federal government involvement in this area dates back to the early 1900's, with the most current major federal initiative being the Jobs Training and Partnership Act (JTPA) adopted in the 1980's. He said the first serious effort at reform of JTPA was in the 104th Congress, where both the House and the Senate passed legislation consolidating most job training programs into block grants. The reform effort, however, died when a House-Senate Conference Committee could not agree on a bill at the end of the 104th Congress. There has been similar action in the 105th Congress. House Bill 1385 (passed House) deals mainly with the reauthorization of the Carl Perkins Act. The idea being to include welfare users as the first recipients in order to get them off welfare. The bill includes no major shifts, but it does enhance

the Governor's authority. Senate Bill 1186 is similar to H.B. 1385 but it allows more flexibility in state plans and allows more planning between vocational education and job training programs. Mr. Shreve reports that supporters of vocational education feel this would impair vocational education programs because they are separate and should be left that way.

Mr. Shreve indicated that NCSL does not like either bill too much. He characterized each as not being true consolidation measures or block grants and as not addressing the problem. He is not optimistic that they will go any farther than did the similar measures in the last session of Congress.

Tracy Schmidt's presentation focused mainly on Human Resource Investment Council (HRIC's) across the country. She stated that there are 36 states that have HRIC's, although their composition varies. Ms. Schmidt said that approximately 42% of HRIC's set the policy concerning job training and workforce development programs, and 58% advise the administrative entities concerning policies that are in place. Ms. Schmidt told the Study Committee that three states (Michigan, Texas and Utah) have consolidated their job training and workforce development programs under one agency. Utah consolidated 36 programs. Texas now has a lot of private sector involvement in its reform. Ms. Schmidt told the Study Committee that policy makers need to support strong HRIC's with strong authority to make policies. Ms. Schmidt also talked about the tracking system of the programs in that you need to have the administering agency establish performance measures and benchmarks (i.e., who you are serving, common intake system, benchmark or goals). Ms Schmidt also talked about initiatives that could be taken to simplify the system, such as using technology so clients of programs would need to fill out only a single form. This would improve customer service and efficiency.

Robert Flick, State Representative of the Commonwealth of Pennsylvania spoke to the Study Committee about current proposed legislation in his state known as the "Workforce Development Act," which would create a workforce development system consisting of (1) restructuring of certain administrative functions, procedures and entities; (2) transferring workforce development functions of Commonwealth agencies; (3) establishing the Pennsylvania Human Resources Investment Council (PHRIC); (4) authorizing the creation of regional workforce investment boards; and (5) abolishing an existing advisory council. The objective of the Act is to produce a cost efficient system, based on sound business principles, and coordinated under a single entity whose sole purpose is expanding and upgrading Pennsylvania's workforce in order to enhance its economic and competitive position in the global market place. The number one guiding principle of the Act is that the new system would be driven by the private sector in an attempt to eliminate some of the bureaucracy at the state level.

The last item of business was to discuss the schedule for the upcoming Study Committee meetings. Three more meetings have been scheduled for the last three Thursdays of February at 9:30 a.m. The Department of Development and the Bureau of Employment Services are scheduled for Thursday, February 12, the Department of Education for Thursday, February 19 and the Board of Regents is scheduled for Thursday, February 26. The Department of Human Services has been asked to attend, but has not yet responded. Some of the questions that the agency representatives will be asked to address include (1) how would you reorganize the state

workforce development system, (2) what are current problems with the system, and (3) could you be that one agency to take the lead in managing the programs that would be consolidated.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

MAY 21, 1998

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, May 21, 1998, at 10:00 a.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris, Mallory, Metzger; Senators Furney, Gardner. The minutes of the January 29, 1998 meeting were approved as submitted in writing to the members.

After several opening remarks by Co-Chairman Harris, the first item of business was a presentation by Dr. Charlotte Lee, President, Terra Community College and member of Governor's Workforce Development Board. Dr. Lee is chair of a Task Force of the Board charged with making recommendations to the full Board relative to the future shape of the Ohio Workforce Development System. Dr. Lee's report included recommendations on the workforce development system, that she already has presented to the Governor's Workforce Development Board. She began her report by discussing the system's qualities, such as providing support for workers, offering employer access, and supporting Ohio as a preferred location for business. Dr. Lee discussed long-and short-term issues or concerns. Dr. Lee indicated the Task Force had a "single" recommendation broken down into several sub-recommendations. One long-term recommendation is a single-cabinet level point of accountability in the system reporting to the Governor. The other long-term recommendation is that the system be supported by an appropriate organizational structure, which is to be determined at a later time. The short-term recommendations Dr. Lee mentioned were the continuation of funding for Ohio's one-stop centers. The continuation of funding of the School-to-Work programs remained to be determined for a variety of reasons she said. The reason for the concern of continued funding for School-to-Work is it was thought that after the five year federal grant was depleted, School-to-Work was expected to be a self-sustaining entity. Senator Furney voiced her concerns with School-to-Work that the purpose of the federal grant was to build a system, and unlike the one-stop program, she does not see that happening. She does not think we are any closer to a system than we were when the grant was received.

Dr. Lee continued on with her report with a listing of desirable workforce system attributes such as being customer focused, flexible, performance based, responsible to employers and employees, and possessed of strong private/public relationships. Dr. Lee also discussed some of the desired characteristics of the workforce development system: (1) initial and ongoing training by technical and community colleges to be targeted toward (a) new employees, (b) current employees, and (c) remedial or at risk individuals; (2) community-based, organizations to be partners and offer pre-training for (a), (b), and (c) above. Dr. Lee ended her report with the following recommendations: (1) the state should retain a state-level workforce development board, (2) workforce development legislation has to be researched and designed so as to provide

trained workers for new companies as well as existing companies and leading to a greater advantage in recruiting, (3) the need for statewide communications infrastructure supporting workforce development activities, and (4) there has to be a unified definition of service delivery areas.

Questions addressed to Dr. Lee and Jim Mermis of the Lieutenant Governor's office elicited information that the Task Force intends to "wrap up" its report by late summer, 1998.

Co-Chairman Harris announced the date of the next Study Committee meeting to be Wednesday, May 27, 1998 at 3:00 p.m. in room 1914 of the Riffe Center.

There being no further business, Co-Chairman Harris moved to adjourn, and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

SEPTEMBER 22, 1998

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Tuesday, September 22, 1998, at 1:00 p.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris; Senators Howard, Nein, and Sweeney. A quorum not being present, a roll call vote was not taken, and minutes were not approved from the previous meeting of May 21, 1998.

After several opening remarks by Chairman Harris, the first item of business was a presentation by Mr. David Shreve, Committee Director of Education, Labor & Job Training, Washington, D.C. NCSL office.

Mr. Shreve began his comments by illustrating a bureaucracy-centered (multiple agencies) workforce development system that a client goes through and indicated that most states deliver services in this fashion. He said states should develop a client-centered system and instead of duplicating the services, a client should duplicate the process.

He next presented a history and summary of 40 years of federal involvement that led to the passage of the Workforce Investment Act (PL 105-220) by Congress. He stressed the act was not a change in federal policy but more of an evolutionary process that allows the states the flexibility and waiver authority to do a number of things that need to be done.

Representative Sweeney asked what flexibility exists for Ohio now that the federal act has passed and if Ohio could set up its own single workforce development department. Mr. Shreve stated "yes and no," and that states always can reorganize the way they administer their programs. However, he further stated that a state unilaterally cannot change federal funding stream rules.

Representative Harris asked whether the new legislation gives flexibility to an agency other than JTPA. Mr. Shreve said the legislation acknowledges and encourages people to reach a little further. Senator Sweeney then asked whether NCSL had a policy on eligibility and what is Congress' attitude. Mr. Shreve stated Senator DeWine had tried

to consolidate and do away with eligibility barriers and that the new legislation is an evolutionary not revolutionary step to giving states more flexibility and authority.

Senator Sweeney asked whether any other state is "doing it right" in creating a workforce development program that could serve as a model for Ohio to emulate. Mr. Shreve responded saying "yes," and that a number of other states are progressing in the right direction. He specifically pointed to Utah and Texas and stressed that coordination was the key issue in each state. He stated Utah folded every workforce development program, except vocational education, into a single agency. The Texas program was similar to Utah's, but played a different role because Texas left welfare programs out of the reorganization and created the Texas Workforce Commission. The Texas Commission was required to report to the legislature on an annual basis on progress being made towards implementing performance standards and movement toward a client-based system. Mr. Shreve also identified options that states need to consider in order to build one coherent system from many different programs and said the NCSL document he passed out is a good indication of what some states have done to reorganize and consolidate their workforce development programs.

Mr. Shreve stressed the importance of states deciding upon their program goals, giving the agency the tools it needs to coordinate the program, providing sufficient funding and guidelines, requiring the state coordinating body to report to the legislature, and acting now. He said that if states act now, the federal regulations to implement the new federal law which are still in the process of development can be more effectively impacted.

Chairman Harris suggested he thought, based on all of Mr. Shreve's comments, that the Study Committee should make recommendations to the President and Speaker by the end of this year and move forward with legislation since this seems to be a "window of opportunity" for implementing legislation in Ohio.

One final point that Mr. Shreve stressed in his testimony was that it is a truism that "if everyone is responsible (for "coordination" of workforce development programs), then no one is." He stated Ohio has to determine who truly is going to be accountable for these programs.

The next item of business was a presentation by Mr. Jim Mermis, Executive Assistant, Lt. Governor's Office. Mr. Mermis stated that since Mr. Shreve had covered the history of training and workforce development, he would focus more on what has happened across the country and, in particular, what had happened in Ohio since 1992 with respect to improving the effectiveness of services being delivered to clients of workforce development programs. He stated he felt that Ohio had been a true leader and was in a good position to capitalize on all of the groundwork.

As principal assistant to the Governor's Workforce Development Board, Mr. Mermis emphasized that the final recommendations and report of the Task Force that he was presenting to the Study Committee today had not yet been presented to the Governor, but that in fact, his presentation was the same as would be presented to the Governor next week. Mr. Mermis stressed that the long-term recommendations made by the Task Force were made **prior** to the passage of the federal act but did not think any provisions of the federal act conflicted. He stated that, last spring, the Governor asked the Board to (a) summarize what his administration had accomplished, (b) investigate what can be done in the time remaining, and (c) decipher the key decision points for the next administration. Mr. Mermis further stated he felt a strong group of members served on the Governor's Task Force and that the Task Force had outlined goals, objectives, and action steps that would create a system that would produce self-sufficient families as the end result. He said he felt the basic premise of the report was very sound and that Ohio now needed to look at programs and what needs to be done to accommodate the new federal legislation. He said the Task Force had examined the "single state agency" concept but had arrived at no concrete recommendation. He also indicated that Michigan, Pennsylvania, Wisconsin, and Indiana had gone the route of making very big changes. He then stated that Utah is a very different state than Ohio demographically and hard to compare. He stressed there is not a "cookie cutter" system for states to follow nor was he advocating the "couch potato" approach. He felt the Study Committee had acquired lots of data and experience over the past two years that will help it to suggest a strategy for Ohio to follow. He believes that the best approach is interagency collaboration and communication. Agency directors need to "connect" weekly to make this happen. He said the most critical area to be addressed is the development of a unified definition of local service delivery areas. He said that not one single Governor has ever redrawn boundaries for service delivery areas.

He next outlined the recommendations of the Task Force as presented in a handout on Ohio's "one-stop" centers and School to Work programs. Regarding one-stops, Mr. Mermis said the Study Committee should revisit an earlier memo that dealt with expanding, negotiating, and developing a resource sharing plan and suggested finding funds that might be channeled differently to sustain long-term viability. He stated there are 25 one-stop systems in Ohio compared to 18 years ago when none existed.

Mr. Mermis said the School to Work program is in its fourth of a five-year federal grant. He indicated the program is not meant to be continually federally funded, but should be locally supported. To date, the program has funded over 220 local partnerships.

Mr. Mermis stated that the Task Force wants to frame issues that need to be addressed, but not prescribe how they should be addressed and that One Stop and School to Work programs were critical pillars with lots of training and money having been spent

on them. He stressed the twin needs of examining how we create a local development workforce board and that employers are the key to successful workforce development and also how to simplify the governance structure.

The meeting concluded when Representative Harris commented on the excellent job the Governor's Task Force had done on presenting an overview and recommendations. Mr. Mermis responded saying he felt it had been a very good decision to ensure that all the groups looking at workforce development issues have had General Assembly members as participants.

Chairman Harris indicated that the Study Committee would be moving forward to complete its tasks by year's end and further Study Committee meetings would be announced soon.

There being no further business, Co-Chairman Harris moved to adjourn and without objection, the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

NOVEMBER 5, 1998

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Thursday, November 5, 1998, at 3:00 p.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris, Metzger, Roman; Senators Furney, Gardner.

Co-Chairman Harris began the meeting by stating that it was his objective to have the full committee meet on Wednesday, November 18, at 3:00 p.m. in the 8th Floor Conference Room of the Riffe Center. At that time, the Executive Committee will submit to the full committee for discussion and consideration the final draft report and recommendations to be presented to the Speaker of the House of Representatives and the President of the Ohio Senate.

Mike Griffaton of the LSC staff next presented a brief report on what other states have done regarding workforce development and also gave an overview of the federal law.

Mr. Michael Hock, Legislative Director of the Ohio Bureau of Employment Services, discussed waivers and how they relate to workforce development. He stated they help reduce rules that aggravate customers or impede designing programs that meet state and local needs. He then said Ohio has two sets of waiver authority: (1) 1997 waivers that are available to all states and that have been approved through 1998, and (2) work-flex waivers which are granted to service delivery areas. He stated that none of the specific portions can be waived and that the Workforce Investment Act allows waivers. He said that Ohio is prepared to adapt these waivers and that federal regulations have not yet been adopted regarding the Act.

Representative Harris asked if the JTPA will terminate on January 1, 2000, and Mr. Hock replied "yes."

Representative Harris next posed the question of whether any information discussed at a recent retreat would be valuable or of interest to the Study Committee. Mr. Hock replied stating the most important thing today is that Ohio has a strong foundation

on which to build "One-Stops," and stressed this is the time to get the system in place. At this point, the minutes of both the May 21, 1998 and September 22, 1998, meetings were approved as submitted in writing to the members.

Co-Chairman Harris announced the date of the next Study Committee meeting to be held Wednesday, November 18, 1998, at 3:00 p.m. on the 8th Floor of the Riffe Center.

There being no further business, Representative Metzger moved to adjourn, and without objection the meeting was adjourned.

MINUTES

OHIO LEGISLATIVE SERVICE COMMISSION JOB TRAINING AND WORKFORCE DEVELOPMENT STUDY COMMITTEE

NOVEMBER 18, 1998

The Ohio Legislative Service Commission Job Training and Workforce Development Study Committee met on Wednesday, November 18, 1998, at 3:00 p.m. in the LSC 8th Floor Conference Room, Riffe Center.

Members present were: Representatives Harris, Metzger, Roman. No Senators were in attendance due to the fact that the Senate was still in session.

Co-Chairman Harris began the meeting as a subcommittee by giving an overview of the Study Committee's deliberations over the past two years. He distributed and previewed the Draft Final Report and Recommendations of the Study Committee. He stated that he wanted to present a final report to the President of the Senate and Speaker of the House of Representatives that recommended program consolidation and placing all programs under one cabinet level state agency appointed by the Governor. He said there was concern as to when you make these recommendations. He also stated that Ohio will comply with the federal legislation and that there is lots of room for Ohio to obtain various types of waivers from the federal legislation.

Co-Chairman Harris next reviewed all of Ohio's programs and stated that vocational education programs will be a major issue since this issue has not yet been resolved by the House and Senate. He said that, under federal law, vocational education will retain its own identity.

Co-Chairman Harris concluded his discussion by saying that the Departments of Education, Development, Human Services, Bureau of Employment Services, and the Ohio Board of Regents all will be involved in final decisions regarding the legislation. He also said that the JTPA terminates on July 1, 2000, and that Ohio must have all waiver requests to the federal government by no later than June 30, 1999.

Co-Chairman Harris next reviewed the Study Committee's six final recommendations as found on pages 6 and 7 of the Draft Final Report.

Co-Chairman Harris next opened the meeting to questions for Committee members. Several questions were posed and discussion followed.

At the conclusion of the meeting, Representative Metzger moved that the Job Training and Workforce Development Study Committee's Draft Final Report be adopted and attached to the minutes of this meeting. The motion was seconded by Representative Roman. The final vote being 7-0, the Draft Final Report was adopted for submission to the Legislative Service Commission.

There being no further business, the Study Committee adjourned at 4:15 p.m.

OHIO LEGISLATIVE SERVICE COMMISSION

SENATE MEMBERS
Richard H. Finan
Chairman

Robert M. Shapiro
Director

HOUSE MEMBERS
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Randall Gardner
Joseph E. Haines
Bill Harris
Johnnie A. Maier, Jr.

COMMITTEE NOTICE (Revised)

TO: Members of the Legislative Service Commission Study Committee on Job Training and Workforce Development Programs

FROM: Representative Bill Harris and Senator Robert A. Gardner, Co-chairs

DATE: October 16, 1997

SUBJECT: **Study Committee Meeting**
Wednesday, October 22, 1997
9:00 a.m., Columbus State Community College, Nestor Hall Auditorium, 550 E. Spring Street, Columbus, OH

Per the discussion and agreement at the October 8, 1997 Study Committee meeting, the next meeting of the Study Committee will be held jointly with the Governor's Workforce Development Board at the above-noted location and time.

Subsequent joint meetings with the Governor's Workforce Development Board will be held as follows, and this notice also serves as notice of those meetings:

October 29, 1997.....Shawnee State University
Vern Riffe Center for the Arts, Main Theater
940 Second Street, Portsmouth

November 5, 1997.....Washington State Community College
Arts & Science Center-Auditorium
710 Colegate Drive, Marietta

November 12, 1997.....Stark State College of Technology
Building 125--Main Campus Auditorium
6200 Frank Avenue, Canton

November 21, 1997.....Sinclair Community College
Building 12--Frederick C. Smith Auditorium
444 W. Third Street, Dayton

VERN RIFFE CENTER ■ 77 SOUTH HIGH STREET, NINTH FLOOR ■ COLUMBUS, OHIO 43266-0342 ■ TELEPHONE (614) 466-3615

December 3, 1997.....Lakeland Community College
Performing Arts Center Auditorium
7700 Clocktower Drive, Kirtland

December 9, 1997.....Owens State Community College
Audio-Visual Center--Rooms 125-128
Oregon Road, Toledo

AGENDA

9:00 AM - 11:00 AM.....testimony
{service users}

11:00 AM - 12:00 noon.....testimony
{service providers}

12:00 noon - 1:00 PM.....lunch break

1:00 PM - 3:00 PM.....testimony
{providers and users}

mab

APPENDIX B

Michael C. Griffaton *May 28, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAMS UNDER THE AUSPICES OF THE DEPARTMENT OF HUMAN SERVICES AND THE REHABILITATION SERVICES COMMISSION

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996) and the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). Program names designated by bold italics are from the Governor's *Report*; program names in normal typeface are from the LSC *Report*.

Department of Human Services[1]	
Program	***Description***
Job Opportunities and Basic Skills Program (JOBS)/Food Stamp Employment & Training Program	Ohio has combined two federal programs with the primary purpose of expanding employment opportunities to select target audiences to complete their employability.
JOBS/Student Retention Program	Cooperative effort between DHS and the Board of Regents to provide aid-to-dependent children recipients (ADC) with employability skills through education and work experience.

[1]All of the JOBS programs administered by or through the Department of Human Services are changed significantly in Sub. H.B. 408 of the 122nd General Assembly (the Welfare Reform Bill), which currently is pending before the House Finance & Appropriations Committee.

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Department of Human Services	
Program	***Description***
JOBS/Comprehensive Vocational Assessment Evaluation	Administered through the Department of Education and DHS. Post-secondary adult vocational education assessment/evaluation for ADC JOBS participants in order to develop individual career plans.
JOBS Tuition Assistance	Administered through the Department of Education and DHS. Post-secondary adult vocational education full-time labor-market, job specific training programs for ADC JOBS participants.
Training Opportunities for Program Staff in Human Services	Administered through the Board of Regents and DHS. Provides training to human services and child welfare directors, supervisors, and workers, and the county agencies that employ them.
Rehabilitation Services Commission	
Program	***Description***
DSY 2	Administered by the Department of Youth Services and the Rehabilitation Services Commission. Provides specialized treatment for targeted youths with disabilities.
Governor's Council on People with Disabilities	Council works to locate and develop employment opportunities for people with disabilities.
Vocational Rehabilitation	Requires the RSC to provide vocational rehabilitation to all eligible handicapped persons.

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Rehabilitation Services Commission	
Program	***Description***
Visually Impaired Persons	Through RSC's Bureau of Services for the Visually Impaired, makes public information concerning employment for blind persons in suitable vending facilities and licenses blind persons to operate vending facilities.
Severely Disabled Persons	Requires RSC to administer a program to provide personal care assistance to severely disabled persons to enable them to work and live independently, thereby promoting active participation in the workforce.

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Michael C. Griffaton *May 30, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAMS UNDER THE AUSPICES OF THE DEPARTMENT OF EDUCATION AND THE DEPARTMENT OF NATURAL RESOURCES

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996).

Department of Education	
Program	***Description***
8% Education Coordination Grants	Coordinated with the Ohio Bureau of Employment Services (OBES) to target economically disadvantaged youths and adults who are in need of basic skills training.
Adult Basic Literacy Education	Provides educational opportunities for adults who lack basic literacy skills (GED development) covering some 167 different programs.
Adult Transitions	Program to assist dislocated workers and un- or under-employed adults in securing training and employment.
Adult Vocational Education Full Service Center	Statewide network of 37 adult skill centers that provide expanded services to employers and persons entering the labor market (job assessments, employee training, credentialing).

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Department of Education	
Program	***Description***
Adult Work and Family	Program for employees to help them become productive at work and home through work site seminars.
Apprenticeship Training Program	Related classroom instruction required for registration provided in conjunction with actual on-the-job experience for apprentices.
Career Development	Serves public school students through 90 programs providing career materials, resources, staff development, assessments.
Comprehensive Support Services for Single Parents and Displaced Homemakers	Provides support services such as dependent care, transportation, and tuition while the person is attending school.
Consumer and Economic Education	Provides resources, curriculum assistance, and professional development regarding students' roles in the marketplace.
Customized Office Skills Training	Designed to meet the office and clerical skill needs of a specific company.
Displaced Homemaker Programs	Assists displaced homemakers make the transition from homemaking to wage earning through training and support services.
Diversified Industrial Training	Workforce upgrading programs designed for industries with instruction to meet specific needs within a skilled occupation.
Family Life Education	Community-based program serving at-risk families (parenting, literacy, resource management, job readiness).
Farm Business Planning Analysis	Education for farmers to assist with farm resource analysis, financial and production supports, agricultural production.
Full-time Post-secondary Adult Vocational Education Job Training	Long-term entry level job skill training that provides adults with skills for entry into the skilled labor force.

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Department of Education	
Program	***Description***
Graduation, Occupation, and Living Skills Program	Job readiness program that helps single parents who have dropped out of school complete their education; provides job training and parenting services.
Graduation, Reality, and Dual-Role Skills	In-school program focused on keeping pregnant and parenting teens in school and developing, among other things, career goals.
Human Resource Development	Prepares individuals to supervise and manage the operations and personnel of a business.
Impact	In-school program to help youth develop personal responsibility, family living skills, and an orientation to work.
JOBS/Comprehensive Vocational Assessment Evaluation	Administered through the Department of Education and DHS. Post-secondary adult vocational education assessment/evaluation for ADC JOBS participants in order to develop individual career plans.
Jobs for Ohio Graduates	Serves at-risk 12th grade students with 9 months' follow-up, to improve employability skills, place students in jobs, and increase students' abilities to improve their employment situations.
JOBS Tuition Assistance	Administered through the Department of Education and DHS. Post-secondary adult vocational education full-time labor-market, job specific training programs for ADC JOBS participants.
Nontraditional Education for Teen Work Program	Vocational exploratory program for at-risk female students.

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Department of Education	
Program	***Description***
Nontraditional Employment for Women Grant	OBES contracted with Education & Office to develop statewide comprehensive plan for recruiting, training, placing, and retaining, women in high wage, nontraditional occupations.
Occupational Competency Analysis Profiles	Testing program identifying skills needed for the workforce.
Occupational Work Adjustment	Coordinated with Department of Youth Services (DYS) to serve potential high school drop outs (ages 14-15) by coordinating 1/2 day of school and work.
Occupational Work Experience	Coordinated with Department of Youth Services (DYS) to serve potential high school drop outs (ages 16-17) by coordinating 1/2 day of school and work.
Ohio Career Information System	Computer-based career information delivery system of national, state, and local data regarding occupations, education programs, and financial aid.
Ohio Vocational Education Leadership Institute	Provides comprehensive and sustained leadership development experience through seminars, individual plan, mentors, and networking.
Orientation to Nontraditional Occupations for Women	8-week exploratory training program for economically disadvantaged women who want a high wage, nontraditional occupation.
Part-time Post-secondary Adult Vocational Education Job Training	Short-term job skill upgrading program for those currently in the labor force.
Professional Development	Over 100 programs to improve the professional competency of vocational educators.

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Department of Education	
Program	***Description***
Programs for Criminal Offenders	Support for special transition services and equipment for vocational programs.
Promoting Access to Technical Education	Enrolls, retains, and places nontraditional students into technical education programs.
School-to-Work	Provides development of the school-to-work demonstration program including school-to-apprenticeship and internship programs.
Secondary Job Training	Offers youths and adults a variety of career training programs coordinated with 17 state agencies.
Small Business Management	Training for small business owners.
State Licensure Programs	Cluster of programs preparing for occupations that require state licensure such as EMTs and fire, law, and health occupations.
Student Transition Education and Employment Program	Coordinated with DYS, designed to decrease the recidivism rates of previously incarcerated youth.
Tech Prep	Coordinate with the Board of Regents, provides education and occupational experience designed to lead to an associate degree or a two-year post-secondary certificate.
Ventures in Business Ownership	Trains single parents and displaced homemakers to start, own, and manage their own business.
Veterans Approving Agency	Approves schools and job training programs so veterans can further their education and training under the GI Bill.
Vocational Education Regional Personnel Development Centers	Provides teacher education preservice programs for novice teachers in vocational education.

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Department of Education	
Program	***Description***
Vocational Evaluation	Assists disabled and disadvantaged persons in making career choices, determining potential for success in vocational programs, and in finding employment.
Vocational Job Training Programs	Coordinated with DYS, provides 9 specific vocational job training programs for incarcerated youths.
Work and Family Life	In-school program with career exploration and employability skills integrated into the curriculum.
Work Keys	National assessment of academic skills applied to work place skills.
Department of Natural Resources	
Civilian Conservation Corps	Offers unemployed persons full-time employment and opportunity to learn a specific job skill while developing work habits and experience.

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RESEARCH MEMORANDUM **R-122-0955**

Michael C. Griffaton *June 4, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAM UNDER THE AUSPICES OF THE DEPARTMENT OF AGING, THE BOARD OF REGENTS, AND THE BUREAU OF WORKERS' COMPENSATION

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996) and the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). Program names designated by bold italics are from the Governor's *Report*; program names in normal typeface are from the LSC *Report*.

Department of Aging	
Program	***Description***
Senior Community Service Employment Program	Employment program that serves eligible older persons (55+ years) in 46 counties administered through three community-based organizations.
Assistance Services at Multi-Purpose Senior Centers	For persons aged 60+, provides assistance services in obtaining employment opportunities at multi-purpose senior centers.

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Board of Regents	
Jobs Opportunity and Basic Skills Program-Student Retention Program	Cooperative effort between the Department of Human Services (ODHS) and Board of Regents to provide ADC recipients with employability skills through education and work experience. *Note that the JOBS Program will be changed significantly if Sub. H.B. 408 of the 122nd General Assembly, currently in the H. Finance and Appropriations Committee, is enacted.*
Tech Prep	Coordinate with the Board of Regents, provides education and occupational experience designed to lead to an associate degree or a two-year post-secondary certificate.
Training Opportunities for Program Staff in Human Services	Cooperative effort with ODHS, to provide training to human services and child welfare workers and their agencies.

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Michael C. Griffaton *June 4, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAM UNDER THE AUSPICES OF THE DEPARTMENT OF AGING AND THE BOARD OF REGENTS

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996) and the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). Program names designated by bold italics are from the Governor's *Report*; program names in normal typeface are from the LSC *Report*.

Department of Aging	
Program	***Description***
Senior Community Service Employment Program	Employment program that serves eligible older persons (55+ years) in 46 counties administered through three community-based organizations.
Assistance Services at Multi-Purpose Senior Centers	For persons aged 60+, provides assistance services in obtaining employment opportunities at multi-purpose senior centers.

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Board of Regents	
Jobs Opportunity and Basic Skills Program-Student Retention Program	Cooperative effort between the Department of Human Services (ODHS) and Board of Regents to provide ADC recipients with employability skills through education and work experience. *Note that the JOBS Program will be changed significantly if Sub. H.B. 408 of the 122nd General Assembly, currently in the H. Finance and Appropriations Committee, is enacted.*
Tech Prep	Coordinate with the Board of Regents, provides education and occupational experience designed to lead to an associate degree or a two-year post-secondary certificate.
Training Opportunities for Program Staff in Human Services	Cooperative effort with ODHS, to provide training to human services and child welfare workers and their agencies.

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SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAMS UNDER THE AUSPICES OF THE DEPARTMENT OF YOUTH SERVICES AND THE DEPARTMENT OF DEVELOPMENT

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996) and the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). Program names designated by bold italics are from the Governor's *Report*; program names in normal typeface are from the LSC *Report.*

Department of Development	
Program	***Description***
Ohio Industrial Training Program	Provides a variety of training and technical assistance programs primarily to manufacturing and manufacturing-related industries.
Small Business Entrepreneurship Council	Requires the Council to study small business needs and promote training opportunities.
Development Financing Advisory Board	Promotes the creation and preservation of employment in the state and assists in industrial, commercial, and research development.
Minority Business Development	Encourages the establishment and expansion of minority business enterprises to create and preserve employment

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Department of Development	
Program	***Description***
	opportunities.
Office of Community Services	Provides for the designation of community action agencies, which may provide persons with employment training, employment, work experience, and child care.
Office of Small Business	Assists the development of small businesses and the workforce that will participate in those businesses.
Defense Conversion Assistance Program	Provides employment assistance and training to workers who have lost jobs in a defense-related industry or at a military base.
Employee Ownership Assistance Program	Provides assistance to persons seeking to establish an employee-owned corporation.
Tax Credit Authority	Grants a refundable tax credit from the corporation franchise tax or income tax to a taxpayer who agrees to establish a project that creates jobs.
Steel Futures Program	Designed to improve employment opportunities in steel-related industries.
Various Loan Programs	Authorizes the Director of Development to loan money to various entities to assist in the establishment or expansion of industrial, commercial, or research facilities.
Division of Economic Development	Administers various economic financing programs to promote business development and its corresponding workforce.

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Department of Development	
Program	***Description***
Incentives to Hire Certain Persons	Provides tax incentives to businesses to hire employees for certain positions, which employees must be from among unemployed persons, handicapped persons, JTPA eligible persons, and recipients of aid to dependent children, disability assistance, or unemployment compensation.
Facilities Establishment Fund	Provides loans to businesses to renovate or develop projects that create or preserve jobs.
Department of Youth Services	
Program	***Description***
DSY 2	Coordinated with the Rehabilitation Services Commission to provide specialized treatment for targeted youths with disabilities.
Occupational Work Adjustment	Coordinated with the Department of Education, serves potential high school drop outs (ages 14-15) by coordinating half day of school and work.
Occupational Work Experience	Coordinated with the Department of Education, serves potential high school drop outs (ages 16-17) by coordinating half day of school and work.
Student Transition Education and Employment Program	Coordinated with the Department of Education to decrease the recidivism rates of previously incarcerated youths.
Vocational Job Training Programs	Coordinated with the Department of Education to provide 9 specific job training programs for incarcerated youths.

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Michael C. Griffaton *June 24, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAMS UNDER THE AUSPICES OF THE DEPARTMENT OF REHABILITATION AND CORRECTION AND THE BUREAU OF WORKERS' COMPENSATION

The information contained in the following table is derived from the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). No programs of the Bureau of Workers' Compensation or the Department of Rehabilitation and Correction were included in *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996).

Department of Rehabilitation and Correction	
Program	***Description***
"Boot Camp" Pilot Program	Requires the Department to establish a pilot program for eligible prisoners that requires a military-style discipline program and employment skills training.
Prison Employment Program	Requires the employment of as many eligible prisoners as possible, and the provision of useful job training skills.
Sentence Reduction Credit for Participation in Certain Programs	Permits prisoners in state correctional facilities to earn 2 days credit as a deduction from a prison term for each full month the person participates in educational programs or vocational training employment in prison industries or alcohol and drug use rehabilitation.

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Bureau of Workers' Compensation	
In-Service Training	Requires the Administrator of Workers' Compensation to implement comprehensive in-service training for personnel relative to the workers' compensation system.

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Michael C. Griffaton *October 2, 1997*

SUMMARY OF JOB TRAINING AND WORKFORCE DEVELOPMENT PROGRAMS UNDER THE AUSPICES OF THE BUREAU OF EMPLOYMENT SERVICES, DEPARTMENT OF DEVELOPMENT, AND DEPARTMENT OF MENTAL RETARDATION AND DEVELOPMENTAL DISABILITIES

The information contained in the following table is derived from the *Report Recommendations* of the Governor's Job Training Task Force (January 19, 1996) and the Legislative Service Commission's report *Ohio Job Training and Workplace Development Programs—Administrative Consolidation* (August 1996). Program names designated by bold italics are from the Governor's *Report*; program names in normal typeface are from the LSC *Report*.

Bureau of Employment Services	
Program	***Description***
5% Older Worker Program	Targets older workers and provides training and placement in employment with private businesses.
8% Education Coordination and Grants	Coordinated with the Department of Education, targets economically disadvantaged youths and adults who are in need of basic skills training.
Alien Labor Certification	Processes requests by U.S. employers to hire an alien worker for a specific job.
Benefits Data Linkage Project	Developing an automated linkage among major data bases maintained by several state agencies.
Disabled Veterans Outreach Program Specialists	Develops outreach programs for disabled veterans in educational

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	programs with employers.
Economic Dislocated Worker Adjustment Assistance Program	Provides employment and training opportunities for dislocated workers who have lost their jobs and are not expected to return to those same jobs.
Economic Dislocated Worker Adjustment Assistance Program (Rapid Response Unit)	Provides WARN (federal Worker Adjustment Retraining and Notification Act) notices to the Unemployment Compensation Division of the OBES indicating the number of individuals involved in upcoming plant closings.
Educational Initiatives for Young Girls	A booklet targeting 8th grade girls that outlines careers and stresses the importance of math and science for non-traditional jobs.
Employment Services Program	Provides basic employment services to the general public (Job Net)
ES Linkage	Provides the registration of unemployed workers with Employment Services.
Job Training Partnership Act (Adult Programs, Title II-A)	Prepares economically disadvantaged adults for the labor force by increasing their occupational and educational skills and reduces welfare dependency.
Kaleidoscope Conference—Women's Division	Biennial conference focusing on women in the public sector and providing a wide variety of training programs.
Local Veterans Employment Representative	Coordinates, implements, and follows-up on employment training programs for veterans and other eligible persons.
Migrant Seasonal Farmworkers	Assists agricultural growers by coordinating the flow of migrant workers into Ohio and assists migrant workers in finding approved labor camps.
National Reserve Program (Title III)	Grant program awarded directly from the U.S. Department of Labor to provide additional funds to assist displaced workers.

Nontraditional Employment for Women	Interagency state government team organized to train employment services personnel in the meaning of nontraditional careers for women, sensitivity, and job placement.
Nontraditional Employment for Women Grant	Development of a statewide comprehensive plan for recruiting, training, placing, and retaining women in high wage, nontraditional occupations. OBES contracted with the Department of Education's 8% Office to develop this plan.
Nontraditional Employment Software Package	User-directed computer program designed to provide nontraditional career information for women.
Ohio Transition Assistance Program	Provides training workshops to recently discharged, unemployed, underemployed, and homeless veterans.
One Stop Career Center Systems Project	Project designed to integrate service delivery among the various providers of employment and training programs.
Profiling—Unemployment Compensation	Services individuals receiving unemployment compensation who are likely to exhaust their unemployment benefits and are in need of re-employment services.
Rapid Response (Title III)	Responds to plant closings and mass layoffs (50+ workers) and provides on-site consultation for employees and employers.
Service Members Occupation Training Act	Assists veterans who have been discharged from the service since August 1, 1990; employers receive reimbursements to off-set training costs.
Summer Youth Employment Training Program (Title II-B)	Provides economically disadvantaged youths with basic education, work experience, entry employment experience, and job search assistance.
Time-out	Specialized workforce development training for women in state government.
Title IV-C	Provides targeted veterans with job training and provides limited

	subsidies for employers hiring these persons.
Trade Adjustment Assistance	Offers extended unemployment compensation and a variety of job search programs to workers displaced because of international trade.
Unemployment Compensation—Tax Division	Responsible for administering the unemployment compensation tax provisions for approximately 211,000 employers.
Vocational Training Approved by Administrator	Provides unemployment compensation benefits without having to comply with work search requirements for selected vocational training programs.
Workforce Development	Program promotes projects to employers and employees to increase state's high skill workforce by giving employers the tools needed to upgrade the skills of their employees and to create and increase knowledge of workforce development resources.
Year Round Youth Program (Title II-C)	Provides services to economically disadvantaged youth to improve long-term employability by assisting with the successful transitions from school to work and post-secondary education.
Supervisory Training	Requires OBES to provide training services under the Social Security work-experience program to certain person for supervisory positions in work-relief projects as needed.
Apprenticeship Council	Establishes the Apprenticeship Council within the Bureau of Employment Services and authorizes the Council to establish minimum standards for apprenticeship programs and authorizes the Council's executive secretary to promote voluntary participation by employers in the apprenticeship program and register qualifying apprenticeship programs. Participation by towns, political subdivisions, and employers is voluntary.

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Ohio State Employment Service Division	Requires the establishment of employment services through free public employment offices and implementation of state employment services provisions and federal law providing for the establishment of a national employment system. Prohibits the charging of a fee of someone seeking employment through a free public employment office.
Women's Division	Requires the Women's Division of the Bureau of Employment Services to promote programs to enhance employment competencies and opportunities for women, giving attention to child care, equality of entrance requirements, and eligibility for promotion, among other issues.
Promotion of regular employment and vocational training	Authorizes the Bureau of Employment Services to promote regular employment and the prevention of unemployment, to assist in the adoption of practical methods of vocational training, and to promote the reemployment of unemployed workers in any feasible manner.
Required application for grants	Requires OBES to apply for grants available under 1990 amendments to the Clean Air Act, in administering the Job Training Partnership Act (JTPA), and requires the Administrator to assist any entity under contract to provide services under the JTPA in obtaining grants to which the entity is entitled under the Clean Air Act.

Department of Development	
Program	***Description***
Ohio Industrial Training Program	Provides a variety of training and technical assistance programs primarily to manufacturing and manufacturing-related industries.
Small Business Entrepreneurship Council	Requires the Small Business and Entrepreneurship Council to study conditions and needs of small businesses and entrepreneurships and *promote training opportunities*, conduct research, disseminate information, and promote public awareness of economics and the free enterprise system, thereby promoting business development and training opportunities.
Development Financing Advisory Board	Authorizes the Development Financing Advisory Board to promote the welfare of people of Ohio *by creating and preserving employment* in the state and assisting in industrial, commercial, and research development, and requires the Board to make recommendations concerning applications for assistance under various programs within the Department of Development.
Minority Business Development	Authorizes the Minority Development Financing Advisory Board to encourage the establishment and expansion of minority business enterprises or otherwise *to create and preserve employment opportunities*, and the Department of Development to provide financing to certain qualifying minority business enterprises and development corporations, and to guarantee loans made to small businesses.
Office of Community Services	Provides for the designation as community action agencies, certain nonprofit organizations that provide a range of services that have a measurable impact on poverty and may include assistance to persons *in obtaining employment training*.

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	employment, work experience, and child care.
Office of Small Business	Establishes the Office of Small Business to serve as a liaison between the small business community and state government, to review all laws and rules affecting small businesses and make recommendations concerning those rules, and *to assist the development of small business and the workforce* that will participate in such businesses by disseminating information to those businesses, receiving complaints from small businesses, and making appropriate referrals to state agencies.
Defense Conversion Assistance Program	Requires the Director of Development to provide educational, technical, and financial assistance to defense-related businesses that are establishing non-defense-related ventures, to local communities experiencing job loss due to cutbacks at military bases, and *to provide employment assistance and training to workers who have lost jobs in a defense-related industry or at a military base.*
Tax Credit Authority	Authorizes the Tax Credit Authority to grant a refundable tax credit from the corporation franchise tax or income tax to certain taxpayers in return for a taxpayer's agreement with the Authority *to establish a project that will create new jobs*, is economically sound, and will benefit the people of Ohio.
Tax Credit Authority	Authorizes the Tax Credit Authority to grant a tax credit against the corporation franchise tax or income tax to certain landlords who *propose a project that will create new jobs in the state*, is economically sound, and will benefit the people of Ohio by increasing opportunities for employment.
Steel Futures Program	Creates the steel futures program, designed to improve the industrial base of Ohio, *improve employment opportunities* and technological development by providing financial,

	technological, and informational assistance to steel-related industries.
Department of Development	Authorizes the Director of the Department of Development to loan money to community improvement corporations, Ohio development corporations, corporations, partnerships, or persons to assist in the procurement of property *or the establishment or expansion of industrial commercial, or research facilities* under specified conditions. Also authorizes the Director to make loans to counties, municipal corporations, and townships to create or expand industrial distribution, commercial, or research facilities in Ohio and thus *promote business development and employment opportunities*.
Division of Economic Development	Establishes the Division of Economic Development to administer economic financing programs under sections 122.17, 122.18, and 122.39 to 122.62 of the Revised Code *that promote business development and its corresponding workforce* and to coordinate the activities of the Development Financing Advisory Board.
Minority Business Development Division	Creates the Minority Business Development Division within the Department of Development to provide assistance to minority businesses in a variety of ways, including technical assistance, working with other state agencies to assist in the establishment and development of minority businesses, promoting growth of minority businesses, establishing a center for collection and dissemination of information, *coordinating state training*, and assisting in contract procurement and technical assistance activities that support minority businesses.
Director of Development and Various State Agencies	Authorizes the Director of Development to enter agreements with persons engaged in industry commerce, distribution, or research to encourage such persons to acquire, construct,

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	rehabilitate, renovate, enlarge, or otherwise develop eligible projects. The Director, with the approval of the Controlling Board, may make loans from the facilities establishment fund which is created under R.C. Chapter 166. to cover allowable costs of an eligible project if the Director determines specified criteria are met. The Director must consider various factors in determining which projects will receive assistance under Chapter 166., including the number of jobs that will be created or preserved, the size, nature, and cost of the project, *and long-term job prospects stemming from the project.*
Department of Development	Provides tax incentives in the form of specified exemptions to business enterprises in return for the enterprise's agreement to establish, expand, or renovate a facility or business in an enterprise zone. *In order to benefit from additional tax incentives, among other requirements, an enterprise must hire 25% of its new employees for certain positions from among the following persons: unemployed persons, handicapped persons, JTPA eligible employees, and recipients of aid to dependent children, disability assistance, or unemployment compensation. Also encourages political subdivisions to adopt tax incentives that promote or create employment opportunities.*
Department of Mental Retardation and Developmental Disabilities	
Program	***Description***
Ohio State Use Program	Provides employment and training to people with disabilities.
Partnerships to Community Employment	Program targets persons with developmental disabilities outlining the services the person will receive that results in an acceptable vocational outcome (usually employment).
Purpose of laws regarding mental retardation and developmental disabilities	Specifies that Ohio law pertaining to persons with developmental disabilities or mental retardation is intended to

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	promote the economic security, standard of living, and employment of mentally retarded or developmentally disabled persons, and *to maximize the assimilation of mentally retarded or developmentally disabled persons into ordinary life in their communities.*
Rules for training and continuing education	Permits the Director of Mental Retardation and Developmental Disabilities *to establish rules regarding training and continuing education requirements for persons seeking certification or registration* that is required for certain employees of county boards of mental retardation and developmental disabilities and requires that certification funds be directed to that program and to continuing training for county board employees.
Funding for training of certain employees	Authorizes the Director of Mental Retardation and Developmental Disabilities to grant temporary funding, stemming from a community mental retardation trust fund, to county boards of mental retardation and developmental disabilities *for the training of county board employees, employees of providers of residential services and other staff* with regard to serving mentally retarded and developmentally disabled persons.

APPENDIX C

RESEARCH MEMORANDUM **PD-122-9701**

Michael C. Griffaton *January 29, 1998*

SALARIES OF EMPLOYEES ENGAGED IN WORKFORCE DEVELOPMENT ACTIVITIES IN FOUR MAJOR AGENCIES

Salary information

The table below summarizes information provided by the Department of Development, the Department of Education, the Board of Regents, and the Bureau of Employment Services[1] regarding salary information of agency personnel engaged in workforce development activities. Each agency provided the information in a different format, and the table uses the terms employed by the agencies themselves.

DEPARTMENT OF DEVELOPMENT				
Program Title	**Number of Staff**	**Salary**	**Fringe Benefits**	**Comments**
Ohio Industrial Training Program	2 Central Office Staff	$ 52,000	$11,960	Fringe benefits are 23% of the person's salary.
	2 Central Office Staff	$ 37,440	$ 8,611	
	11 Field Staff	$ 45,760	$10,524	
Total	**15**	**$135,200**	**$31,095**	**Contact: Linda O'Connor (466-4155)**

[1] The Department of Human Services also was asked to provide this information. According to John Mahaney (466-9280), the Department is having difficulty gathering this information, in part because personnel formerly associated with the JOBS program, which was repealed in Am. Sub. H.B. 408 of the 122nd General Assembly (the Welfare Reform Act), are being reassigned.

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BOARD OF REGENTS

Program Title	Number of Staff (% of time spent)		Amount of Related Annual Salary	Amount of Related Fringe Benefits	Comments
Job Prep Program	Director of Workforce Development	10%	$ 7,267	$ 2,040	The Interagency Agreement funding this program terminated 12/31/97. Instead, the money will flow directly to the counties.
	Assoc. Dir. Financial Management	5%	$ 2,623	$ 737	
	Purchasing/Fiscal Administrator	2%	$ 674	$ 189	
	Accounting Clerk	9%	$ 1,331	$ 374	
	Human Resource Administrator	5%	$ 1,698	$ 477	
	Payroll Clerk	4%	$ 2,692	$ 756	
	Administrator Job Prep Program	100%	$ 43,264	$12,144	
	Budget Coordinator	50%	$ 13,998	$ 3,929	
	Admin. Asst. Workforce Development	75%	$ 29,359	$ 8,241	
	Payroll Clerk	9%	$ 2,692	$ 756	
Tech Prep Program	Director of Academic Initiatives	10%	$ 6,375	$ 1,789	
	Administrator of Tech Prep	100%	$ 45,656	$12,815	
	Admin. Asst. Tech Prep	50%	$ 14,997	$ 4,210	
Total	**13**		**$172,626**	**$48,457**	**Contact: Michael Taggart (752-9487)**

OHIO BUREAU OF EMPLOYMENT SERVICES

Program Title	Number of Staff (Full-Time Equivalents)	Total Salaries	Total of Fringe Benefits	Comments
5% Older Worker Program	0	0	0	All funds pass through to Service Delivery Areas
8% Education	1.8	$ 62,800	$ 18,091	
Alien Certification	6.88	$ 293,201	$ 81,073	
Benefits Data Link	0	0	0	OBES does not track.
Disabled Veterans Outreach Program	79.17	$ 2,613,601	$ 834,281	
Economically Dislocated Workers	13.2	$ 579,947	$ 197,658	
Econ. Dislocated Worker Rap. Res.	11.87	$512,468	$125,716	
Education Initiatives for Young Girls	0	0	0	OBES does not track; part of Women's Program
Employment Service	554.88	$19,877,835	$5,992,037	
JTPA Title II-A	34.77	$ 1,528,262	$ 464,661	
Kaleidoscope Conference	0	0	0	OBES does not track; part of Women's Program
Local Veteran Employment	67.38	$ 2,318,812	$ 745,347	
Migrant Seasonal Farmworkers	0	0	0	Included within Employment Service

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OHIO BUREAU OF EMPLOYMENT SERVICES				
Program Title	**Number of Staff (Full-Time Equivalents)**	**Total Salaries**	**Total of Fringe Benefits**	**Comments**
Title III National Reserve	1.0	$ 53,583	0	OBES does not track at grant level.
Nontraditional Employment for Women	0	0	0	One-time grant in 1996.
Nontraditional Employment Software	0	0	0	One-time grant in 1996.
Ohio Transition Assistance Program	0	0	0	OBES does not track; part of Veterans Program.
One Stop Center System Project	6.01	$ 440,946	$ 124,965	
Service Member Occupational Training	0	0	0	OBES does not track and is not sure what this program is.
Summer Youth	0	0	0	All funds pass through to Service Delivery Areas.
Time Out	0	0	0	OBES does not track; part of Women's Program.
Title IV-C	0	0	0	No grant for approximately 3 years.
Trade Adjustment Assistance	7.75	$ 281,434	$ 80,167	Includes NAFTA
Vocational Training Approved by Administrator	0	0	0	OBES does not track and is not sure what this program is.
Supervisory Training	0	0	0	OBES does not track and is not sure what this program is.
Unemployment Tax	1331.54	$47,864,476	$14,517,101	All Unemployment Insurance tax and benefits
Workforce Development	4.53	$ 202,657	$ 59,439	
Apprenticeship Council	3.55	$ 131,473	$ 37,708	
Women's Programs	5.77	$ 270,463	$ 71,461	
Total	**2130.1**	**$77,831,958**	**$23,349,705**	**Contact: Mike Hock (644-6344)**

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DEPARTMENT OF EDUCATION				
Adult Basic and Literacy Education Section (Division of Vocation and Adult Education)				
Program Title	**Number of Staff by Title**	**Salary**	**Fringe Benefits**	**Comments**
ABLE	Assistant Director	$ 65,416	$18,316	
	Consultant	$ 58,219	$16,301	
	Consultant	$ 57,637	$16,138	
	Consultant	$ 56,701	$15,867	
	Consultant	$ 56,514	$15,824	
	Office Assistant	$ 27,643	$ 7,740	
	Office Assistant	$ 27,061	$ 7,577	
Total	**7**	**$349,191**	**$97,763**	**Contact: Robert Summers (644-6333)**
Combined Secondary and Adult Programming				
Program Title	**Staff by Title**	**Salary and Fringe Benefits Total**	**Travel Allowance**	**Comments**
Administration	Education based (assignable)	$97,416	$6,200	Administrative leadership
	Education based (assignable)	$ 83,389	$ 1,500	Administrative leadership
	Specialist (i.e., programmers) (assignable)	$ 81,410	$ 1,000	Accounting
	Support (assignable)	$ 36,154	0	Accounting
	Support (assignable)	$ 38,281	0	Administration
	Support (assignable)	$ 39,682	0	Administration
	Support (assignable)	$ 37,773	0	Administration
	Specialist(i.e., programmers) (assignable)	$ 43,987	0	Graphics and Communications
	Support (assignable)	$ 38,506	0	Administration
	Specialist(i.e., programmers) (assignable)	$ 52,824	0	Accounting
Administrative Field Services	Education based (assignable)	$ 74,850	$ 1,500	Administrative Field Services
	Education based (assignable)	$ 64,168	$ 3,500	Administrative Field Services
	Education based (assignable)	$ 69,817	$ 3,700	Administrative Field Services
	Education based (assignable)	$ 75,507	$ 2,800	Office of Civil Rights
	Support (assignable)	$ 38,468	0	Office of Civil Rights
	Support (assignable)	$ 32,995	0	Administrative Field Services
Total	**16**	**$905,227**	**$20,200**	

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DEPARTMENT OF EDUCATION				
Primarily secondary program leadership, including vocational student organizations				
Program Title	**Staff by Title**	**Salary and Fringe Benefits Total**	**Travel Allowance**	**Comments**
Agricultural Education	Education based (assignable)	$67,520	$4,000	
	Education based (assignable)	$61,830	$4,000	
	Support (assignable)	$41,327	0	
	Support (assignable)	$35,009	0	
BILA Group	Support (assignable)	$36,504	0	
Business and Marketing	Education based (assignable)	$69,769	$2,800	
	Education based (assignable)	$64,276	$2,500	
	Support (assignable)	$41,332	0	
	Support (assignable)	$38,659	0	
	Support (assignable)	$38,370	0	
E for E Group	Education based (assignable)	$71,443	$2,500	
	Support (assignable)	$35,788	0	
	Education based (contract)	$71,433	$6,200	
	Support (assignable)	$39,272	0	
Family and Consumer Sciences	Education based (assignable)	$79,331	$6,700	
	Support (assignable)	$37,645	0	
	Support (assignable)	$32,999	0	
	Support (assignable)	$30,000	0	New position.
JOBS	Education based (contract)	$71,655	$1,300	
	Support (contract)	$40,888	0	
JTPA	Education based (contract)	$80,429	0	
	Education based (contract)	$74,602	0	
	Education based (contract)	$74,361	0	Tech Prep linkages.
	Support (contract)	$40,885	0	
	Specialist (i.e., programmers) (contract)	$52,885	0	
Trade and Industrial Education	Education based (assignable)	$81,902	$2,000	
	Education based (assignable)	$56,430	$6,500	
	Education based (assignable)	$65,954	$2,600	
	Support (assignable)	$36,938	0	
	Support (assignable)	$33,784	0	
	Support (assignable)	$30,000	0	Administrative Field Services

DEPARTMENT OF EDUCATION				
Primarily secondary program leadership, including vocational student organizations				
Program Title	**Staff by Title**	**Salary and Fringe Benefits Total**	**Travel Allowance**	**Comments**
Veterans' Training	Education based (contract)	$81,902	$12,481	Veteran's Training Approving Agency
	Education based (contract)	$76,180	$10,046	Veteran's Training Approving Agency
	Education based (contract)	$59,334	$10,438	Veteran's Training Approving Agency
	Education based (contract)	$68,336	$ 4,107	Veteran's Training Approving Agency
	Support (contract)	$34,725	0	Veteran's Training Approving Agency
	Support (contract)	$34,861	$ 148	Veteran's Training Approving Agency
	Education based (contract)	$59,148	$ 7,541	Veteran's Training Approving Agency
Total	**54**	**$2,047,706**	**$86,161**	

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APPENDIX D

Michael C. Griffaton *October 27, 1998*

JOB TRAINING AND WORKFORCE DEVELOPMENT AGENCY STRUCTURE IN TEXAS, UTAH, MICHIGAN, AND KENTUCKY

Agency structure

Several states have reorganized their job training and workforce development agencies or consolidated job training and workforce development programs in attempts to foster greater integration among the various workforce programs. According to a recent study by the National Governors Association, approximately fifteen states have initiated major agency reorganizations since 1994.[1] Some of these reorganizations brought employment security programs, such as unemployment compensation, and programs operated under the auspices of the federal Job Training Partnership Act (JTPA) into a single workforce development agency. Other reorganizations shifted economic development, education (i.e. school-to-work), and welfare-to-work programs to a single agency.

In 1995 and 1996, Texas and Utah initiated two of the more comprehensive agency reorganizations. In Texas, 28 employment, welfare, and education programs from 10 different agencies were merged into a single cabinet-level agency. Similarly, in Utah, 36 programs from 5 different agencies were merged into a single workforce development agency. Since 1996, however, "no states have undertaken agency consolidations of this magnitude."[2]

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[1] NGA Online, *An Update on State Workforce Development Reforms*, NGA ISSUE BRIEFS (Apr. 28, 1998), <http://www.nga.org/Pubs/IssueBriefs/1998/980428WorkforceDev.asp> (last visited Oct. 19, 1998).

[2] *Id.*

On the other hand, many states are attempting to achieve program coordination through agency consolidation on a smaller scale, interagency agreements, and the establishment of one-stop career centers. Arizona, for instance, created a state Board of Workforce Education and Career Opportunities to provide vocational and adult education, rehabilitation, veterans, JTPA, and dislocated worker training services. In Colorado, the Governor's Job Training Office, which administers the JTPA programs in that state, was merged into the Department of Labor and Employment, which administers employment security programs. A similar merger occurred in Rhode Island. Finally, in Hawaii, a reorganization within the state's Department of Labor and Industrial Relations consolidated the employment services division, apprenticeship division, and the office of employment and training into a single workforce development division.[3]

Several states actually are removing programs from the purview of their workforce development agencies. In Michigan, most of the state's job training and workforce development programs were consolidated by the Governor's executive order into a single state agency, the Michigan Jobs Commission. However, the Governor recently transferred the unemployment insurance program from the Michigan Jobs Commission to the state's Consumer and Industry Services Department because the program's functions are similar to the Department's other workplace regulatory functions. Similarly, in Kentucky, the post secondary education functions of the Cabinet for Workforce Development were transferred to a newly formed Kentucky Community and Technical College System.

There are "few evaluations of how state agency reorganization affects program coordination at the state level . . . [But that] state workforce development officials appear to be focusing much more attention on program coordination at the service delivery level."[4] This focus on the service delivery level rather than agency structure may explain the proliferation of one-stop career centers.

The following tables, which are derived in part from the National Governors Association study, highlights the structure of the workforce development agency and the programs merged into the agency in Texas, Utah, Michigan, and Kentucky.

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[3] *Id.*

[4] *Id.*

State (Created by)	Governing Structure	Agency Composition	Local Governing Structures		Types of Programs Merged into the Single Agency				
			One-Stop Career Centers	*Regional and/or Local Boards*	*Job Training and Workforce Development Programs*	*School to Work*	*Welfare to Work*	*Unemployment Compensation*	*Notes*
Texas *(statute)*	Cabinet level agency consisting of 3 members appointed by the Governor representing employers, labor, and the public. Oversees 28 programs from 10 agencies.	4 Divisions: -Business services -Workforce development -Unemployment -Administration	Yes	Yes	Yes (JTPA)	Yes	Yes	Yes	Federal govt. prohibited Texas from contracting out duties of Employment Services Department to private entities.
Utah *(statute)*	Department of Workforce Services. Oversees 36 programs from 5 agencies.	3 Divisions: -Employment Development -Service Delivery -Labor Safety and Program Regulation	Yes	8 planning regions 5 administrative regions	Yes, except for rehabilitation services	No	Yes	Yes	
Michigan *(executive order)*	Michigan Jobs Commission.	2 Tiers: -Planning, policy, and administration -Service delivery: •Workforce development •Rehabilitation services •Economic development job training •Customer assistance and small business services •Economy development services •Travel services •Michigan strategic fund	Yes	26 service delivery areas, 26 local agencies to administers	Yes (JTPA), and rehabilitation services	Yes	Yes	No	Originally unemployment compensation was included, but the program was later moved by executive order to the Department of Consumer and Industry Services.
Kentucky *(statute)*	Cabinet for Workforce Development. Oversees 50 programs from 9 agencies or boards.		Yes	Yes	Yes, including rehabilitation services (Departments of the Blind and Vocational Rehabilitation)	Yes, except for post secondary vocational and technical education	No	Yes	

STATE	PERFORMANCE MANAGEMENT & CONTINUOUS IMPROVEMENT					INTERAGENCY COLLABORATIONS IN WELFARE REFORM			
	Developing performance measures and standards across programs	*Developing statewide goals & benchmarks across programs*	*Using unemployment insurance wage records in connection with performance management*	*Using continuous improvement in processes in workforce development systems*	*Benchmarking best practices in workforce development*	***State Employment and Training Agency has Formal Responsibilities for Work-Related Aspects of TANF***	***State Employment and Training Agency has interagency contract with welfare agency and funds are transferred***	***State Employment and Training Agency has interagency agreement with welfare agency but no funds are transferred***	***State Employment and Training Agency has TANF responsibilities according to state statute***
Texas	Yes	Yes	Yes	No	Yes	Yes, in local areas where local workforce boards are not yet operational.	Yes	No	Yes
Utah	Yes	Yes	Yes	Yes	Yes	Yes. Administration of employment and training and TANF programs is combined in the state's Dept. of Workforce Services.	No	No	Yes
Michigan	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes
Kentucky	Yes	No	No	Yes	Yes	Yes	Yes	No	No
Ohio	Yes	No	Yes	Yes	No				

Terms:

- *Performance measures and standards* are tied to specific policy areas, such as workforce development, and are used to assess and monitor the performance of the system with the intention of improving results.
- *Statewide goals and benchmarks* articulate broad, societal outcomes or conditions to which government, the private sector, and individuals can contribute.
- A *wage record tracking system* tracks the earnings of program participants after training and placement to determine how well they do in the labor market.
- *Continuous improvement processes* are continuing cycles of examining operational processes used in an organization, reviewing data on results, and then making adjustments to improve performance.

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